



Human Resources Survey Results

NSSC Baseline Customer Satisfaction Surveys

January 10, 2006

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Introduction

Background

- ◆ The NASA Shared Services Center (NSSC) is preparing to launch in March 2006
- ◆ Services will be transitioning from all ten NASA centers to the NSSC in the areas of:
 - Financial Management
 - Human Resources
 - Procurement
 - Information Technology
- ◆ The NSSC wants to understand satisfaction with current service delivery for those services that will transition to the NSSC in fiscal year 2006

Objectives

- ◆ To measure customer perceptions of current service delivery
- ◆ To establish a baseline for performance that the NSSC can use to measure itself against after the transition of services
- ◆ To understand customer perceptions of the importance and usage patterns of services
- ◆ To set a standard for ongoing measurement of customer satisfaction


Introduction – About the Surveys

- ◆ The NSSC Baseline Customer Satisfaction Surveys are customer assessments of the centers' current service quality for services that will transition to the NSSC in fiscal year 2006
- ◆ Separate surveys were deployed across seven areas
 - Financial Management
 - Human Resources
 - Procurement – 1102 Certification and Training Coordination
 - Procurement – Agency Bankcard Program Coordination
 - Procurement – Agency Contracting
 - Procurement – Grants and Cooperative Agreements
 - Procurement – Intern Program Logistics
- ◆ Most questions use a five-point response scale
- ◆ ScottMadden utilized a web-based methodology to administer the survey
- ◆ Respondents were asked to identify their center, Mission Directorate or Mission Support area, grade level, and length of employment with NASA
- ◆ The surveys opened on November 8, 2005 and were closed at the end of business, December 2, 2005; reminders were sent on November 16 to those invitees who had not responded
- ◆ Separate invitations were sent for each of the seven surveys
- ◆ At the close of the survey, 1,129 responses were obtained representing a 23% response rate across all surveys (*response rates for each survey are shown on the next page*)
- ◆ Names of respondents are confidential and will not be shared with the NSSC

Introduction – About the Surveys (Cont'd)

The following table shows the number of invitations sent and responses received for each of the surveys:

Functional Area	Survey	# Invited*	# Responded	Response Rate	Margin of Error with 90% Confidence Level
FM	Financial Management	1646	285	17%	4.8%
HR	Human Resources	3184	804	25%	2.8%
PR	Agency Bankcard Program Coordination	10	8	80%	13.7%
PR	1102 Certification and Training Coordination	9	5	56%	27.4%
PR	Procurement Intern Program Logistics	14	7	50%	24.1%
PR	Grants/Cooperative Agreements	77	18	23%	17.7%
PR	Agency Contracting	10	2	20%	54.8%
Overall		4950	1129	23%	

 = statistically significant at 90% confidence level

Note: Response rates for the Procurement surveys are not large enough to meet traditionally desired levels of statistical significance. However, results provide directional guidance for the NSSC and should be used for that purpose. Margins of error on Procurement surveys are generally higher because of the small size of the customer populations.

* Excludes "undeliverable" email addresses

Introduction – About the Analysis

- ◆ The analysis is focused on establishing the baseline. In future years, further analysis should be performed to determine changes from the baseline
- ◆ For purposes of this analysis, all unanswered and “NA” responses are excluded from the percentages and means. This provides a truer picture of the results than if these items were included
- ◆ Demographic differences in satisfaction were examined for the Human Resources and Financial Management surveys, and those breakdowns, with interesting results, are included in the reports. Demographic differences were not examined for the Procurement surveys because of the low number of participants
- ◆ Personal references in the verbatim comments are omitted. Typographical errors and spelling errors are corrected in the comments

Summary of Findings

- ◆ Overall satisfaction is positive with 59% of respondents giving favorable ratings. The percent favorable for overall satisfaction is average compared to the other NSSC baseline surveys
- ◆ Customers gave the **highest ratings** (measured by mean) to:
 - Performance on HR advisory services
 - NASA Human Resources personnel are consistently courteous
 - Performance on development of information materials
- ◆ Customers gave the **lowest ratings** (measured by mean) to:
 - Performance on SES case documentation
 - NASA Human Resources personnel deliver error-free services
 - NASA Human Resources personnel tell me exactly when services will be performed
- ◆ Ratings for the importance and performance of Human Resources services are generally aligned, with the top two services for importance (HR advisory services, development of information materials) also receiving the highest ratings for performance
 - Services where the performance rating was relatively lower than the importance rating are award processing and permanent change of station/relocation assistance
- ◆ Customers believe the most important objective for Human Resources should be “perform services accurately”
- ◆ Efforts to improve in the following areas would result in the greatest payoff for Human Resources customers
 - Delivering error-free service
 - Communicating decisions or changes that affect employees
 - Having efficient processes to deliver services

Summary of Findings (Cont'd)

- ◆ Key themes from verbatim comments
 - The most common areas suggested for improvement are:
 - Better responsiveness on Human Resources requests
 - Improved accuracy of service and knowledge of Human Resources personnel
 - Better availability and accessibility of Human Resources personnel by phone or in person
 - Comments about level of satisfaction focus on:
 - Varied quality of support from center to center
 - Very positive experiences and very negative experiences
 - Dissatisfaction with customer focus
 - Additional comments include the following:
 - Some concern and some positive comments about the NSSC transition
 - Need for improvement in customer focus
 - Mixed opinions of staff quality

Conclusions

- ◆ Accuracy and responsiveness are key areas of improvement for Human Resources
- ◆ Ratings on availability of resources and knowledge of points of contact are good, yet verbatim comments indicate that satisfaction in these areas is mixed
- ◆ Efficiency of current Human Resources processes can be improved
- ◆ Opinions on the quality, knowledge, and competence of Human Resources personnel are extremely mixed, indicating wide variation across the agency
- ◆ Dissatisfaction with the customer focus of Human Resources exists at some centers

Implications for the NSSC

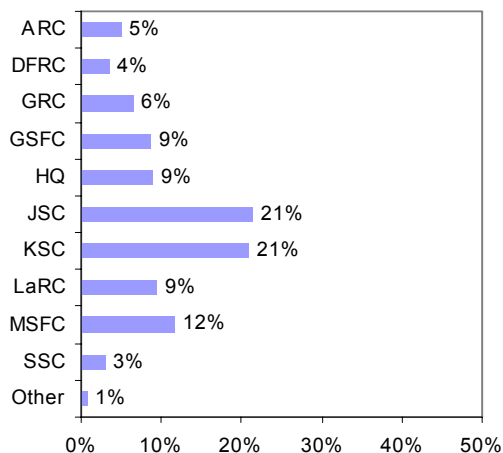
- ◆ Ensure a high level of customer focus is provided to bring consistency in service delivery
- ◆ Investigate improvement opportunities for
 - Accuracy of service
 - Process efficiency
 - Communicating turnaround times and decisions or changes that affect employees
- ◆ Review the SES case documentation process and determine how performance can be improved
- ◆ Ensure staff have sufficient knowledge, capabilities, and training to deliver services effectively
- ◆ Provide clarification for customers about what will be provided by the NSSC versus local HR
- ◆ Review verbatim comments to gain awareness of specific issues

Human Resources Baseline Customer Satisfaction Survey Results

Survey Demographics

804 Human Resources customers responded to the survey, representing a 25% response rate. The following charts show the demographic breakdown for these customers.

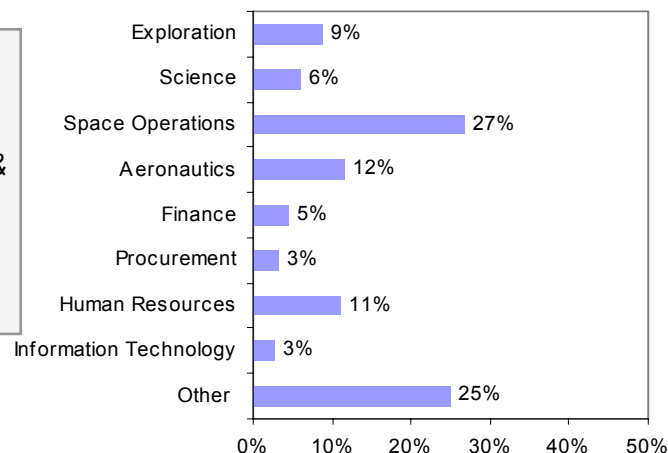
Please indicate the Center with which you are currently associated.



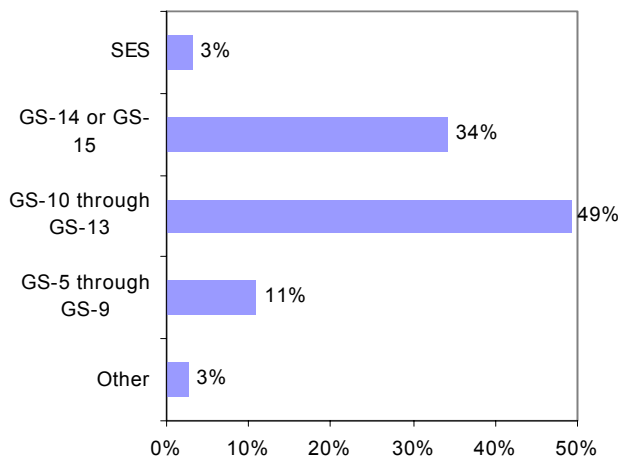
"Other" responses for Center include IV&V, PL, NMO, NSSC, Wallops, WFF

Most common responses for "Other" include Center Operations, Diversity & Equal Opportunity, Engineering, External Relations, PA&E, S&MA

Please indicate the Mission Directorate or Mission Support area in which you work.

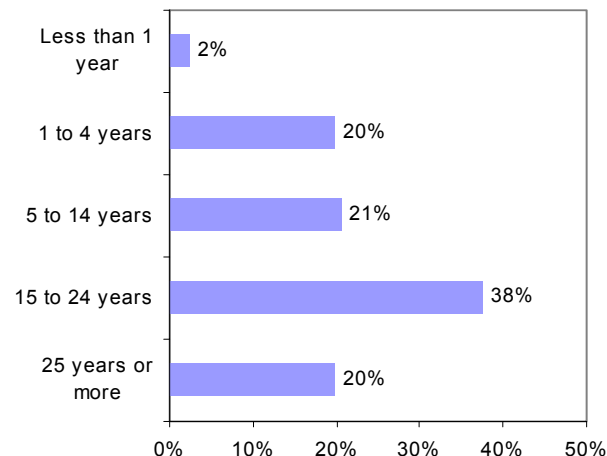


Please indicate your current government grade level.



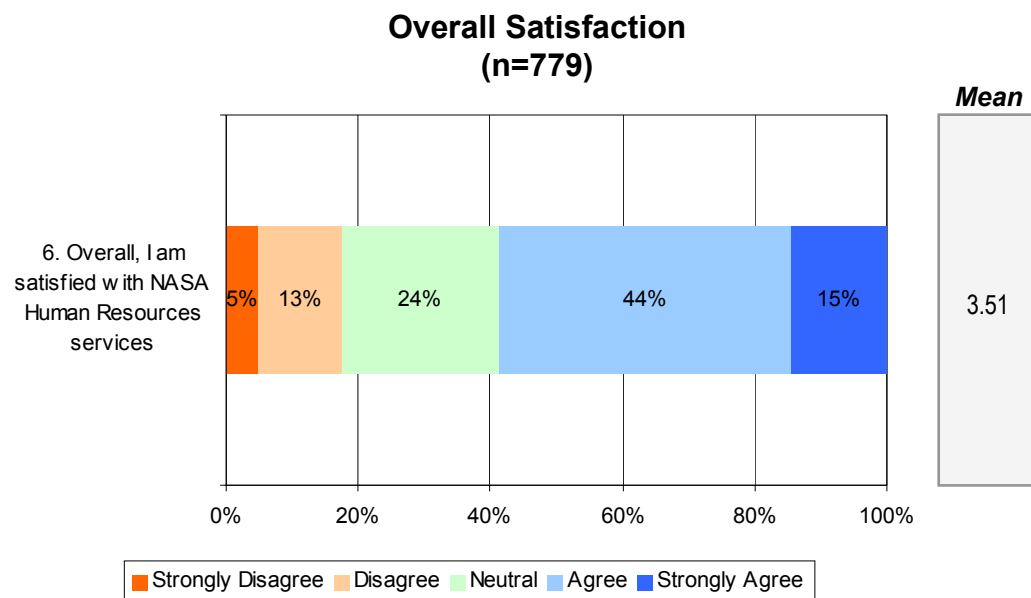
"Other" responses for grade level include GM-13, GM-14, GS-2, GS-4, NEX, SL, ST, WG, WL-11

Please indicate the number of years you have worked for NASA.



Overall Satisfaction with Human Resources

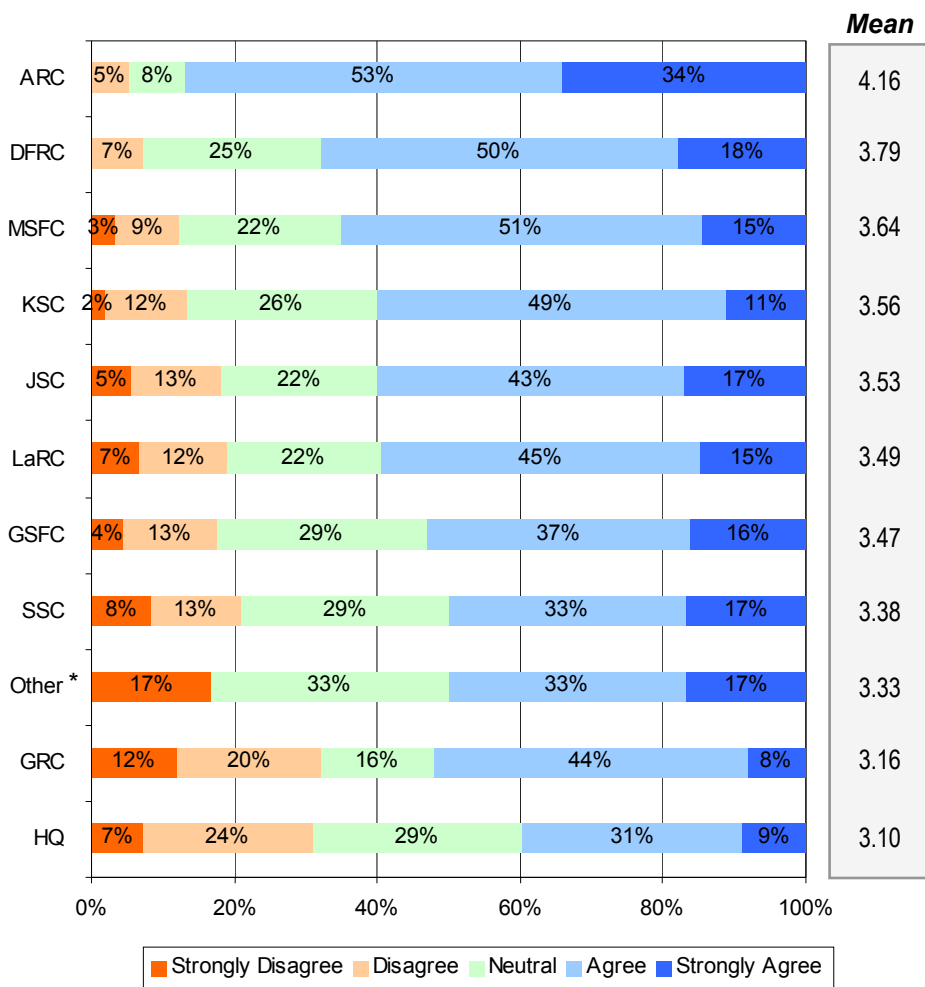
Overall satisfaction is positive, with 59% of respondents giving favorable ratings. Only a few respondents expressed strong dissatisfaction.



Overall Satisfaction by Center and Grade Level

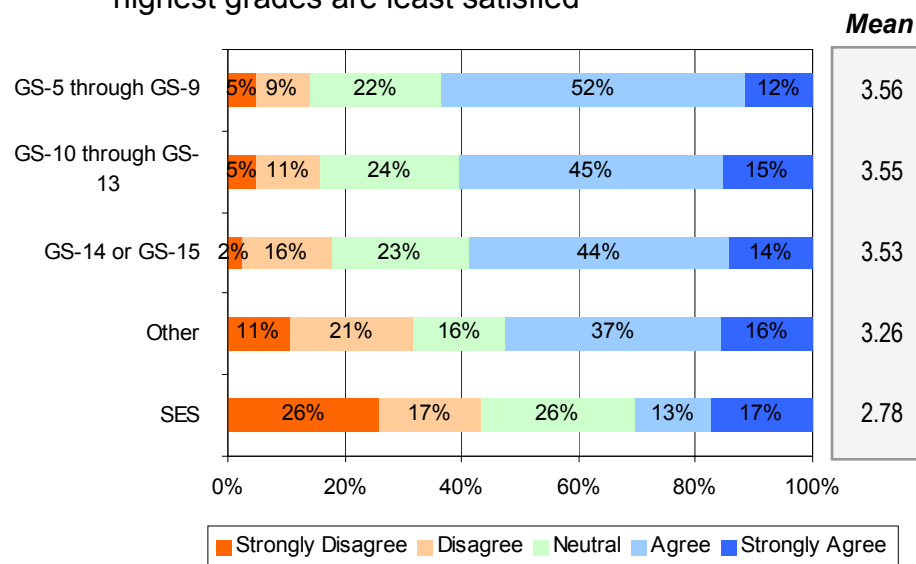
Overall Satisfaction by Center

- As supported by the verbatim comments, a range of satisfaction levels exists across the centers, with Ames receiving the highest ratings, and Headquarters receiving the lowest ratings



Overall Satisfaction by Grade Level

- Even though several comments indicate that employees perceive that HR is only there to support management, the satisfaction ratings by grade level show that the lowest grades are most satisfied and the highest grades are least satisfied

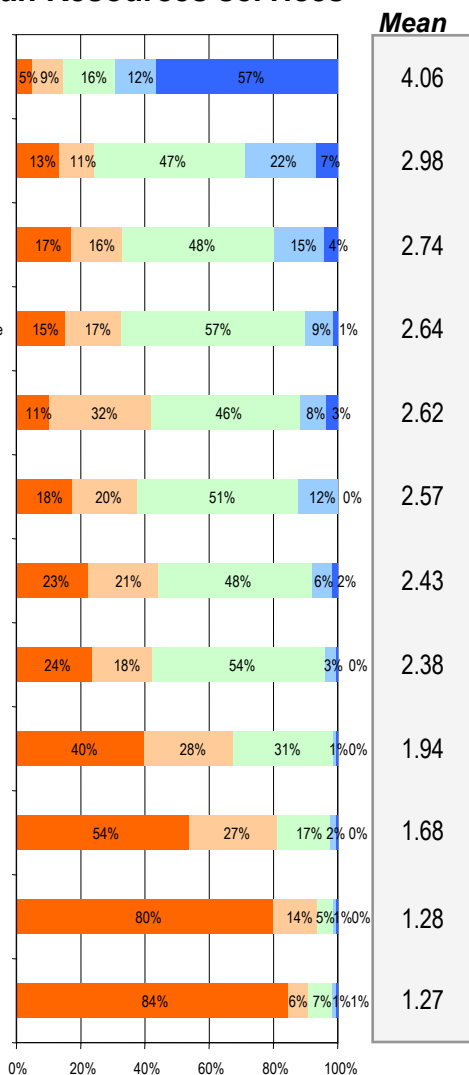


Overall Satisfaction Mean for Human Resources: 3.51

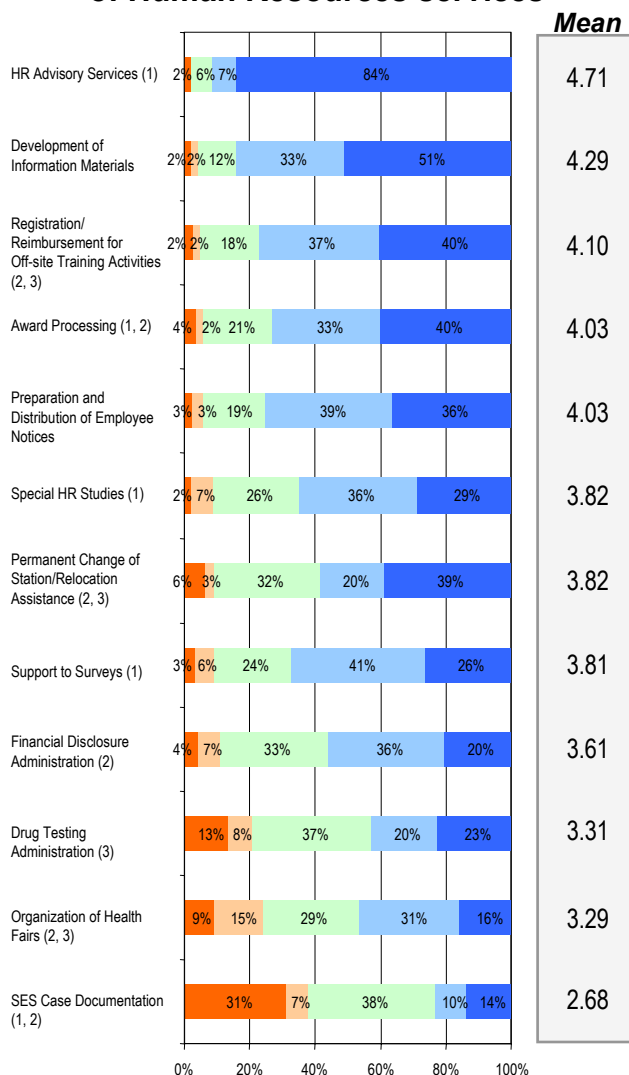
* Represents less than 10 respondents

Evaluation of Human Resources Services

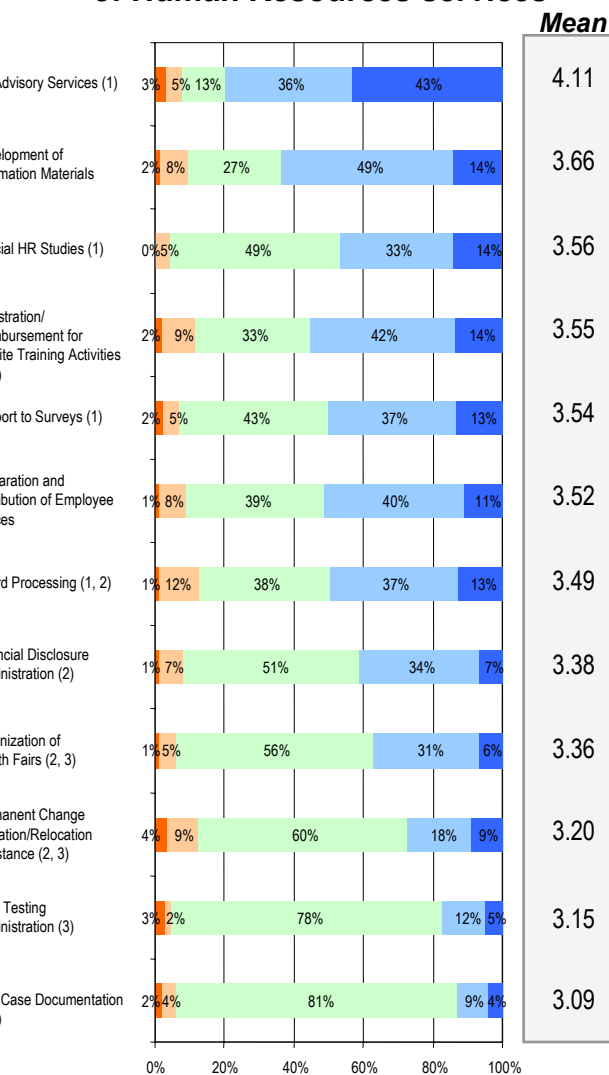
Customer ratings on the use of Human Resources services



Customer ratings on the importance of Human Resources services



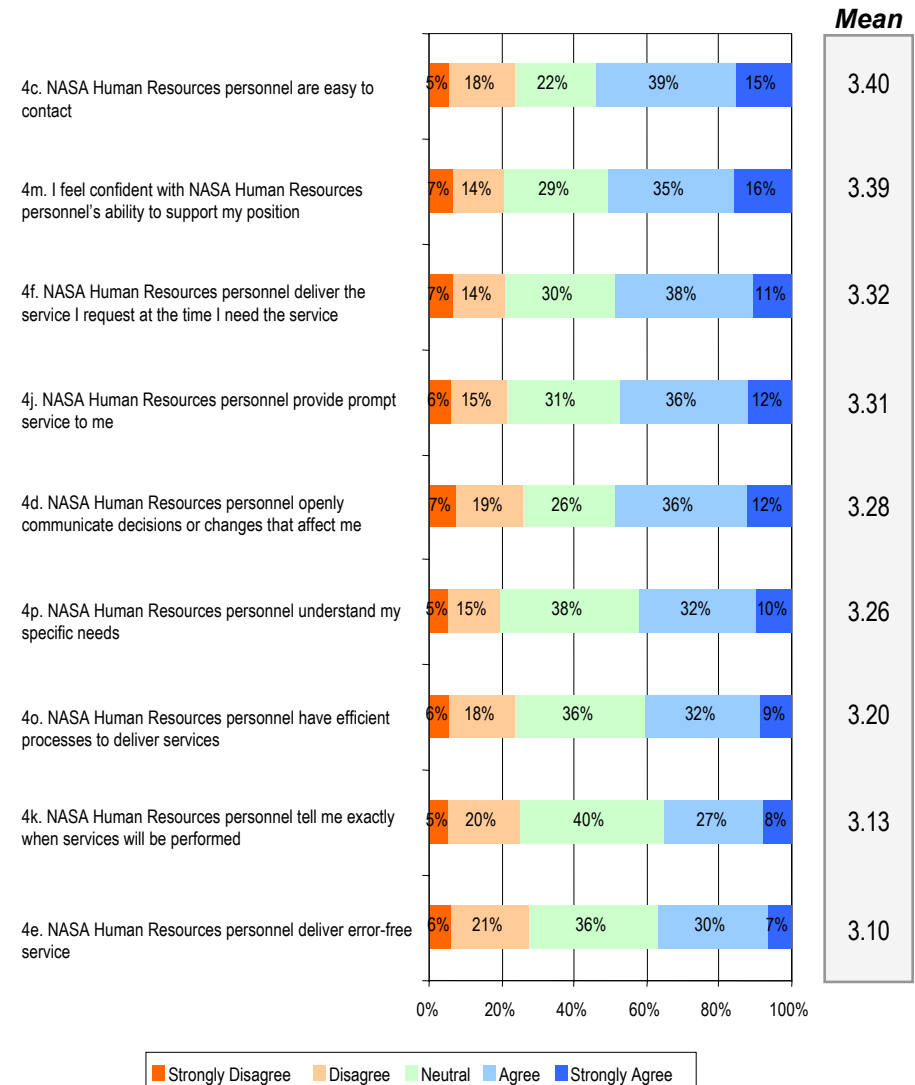
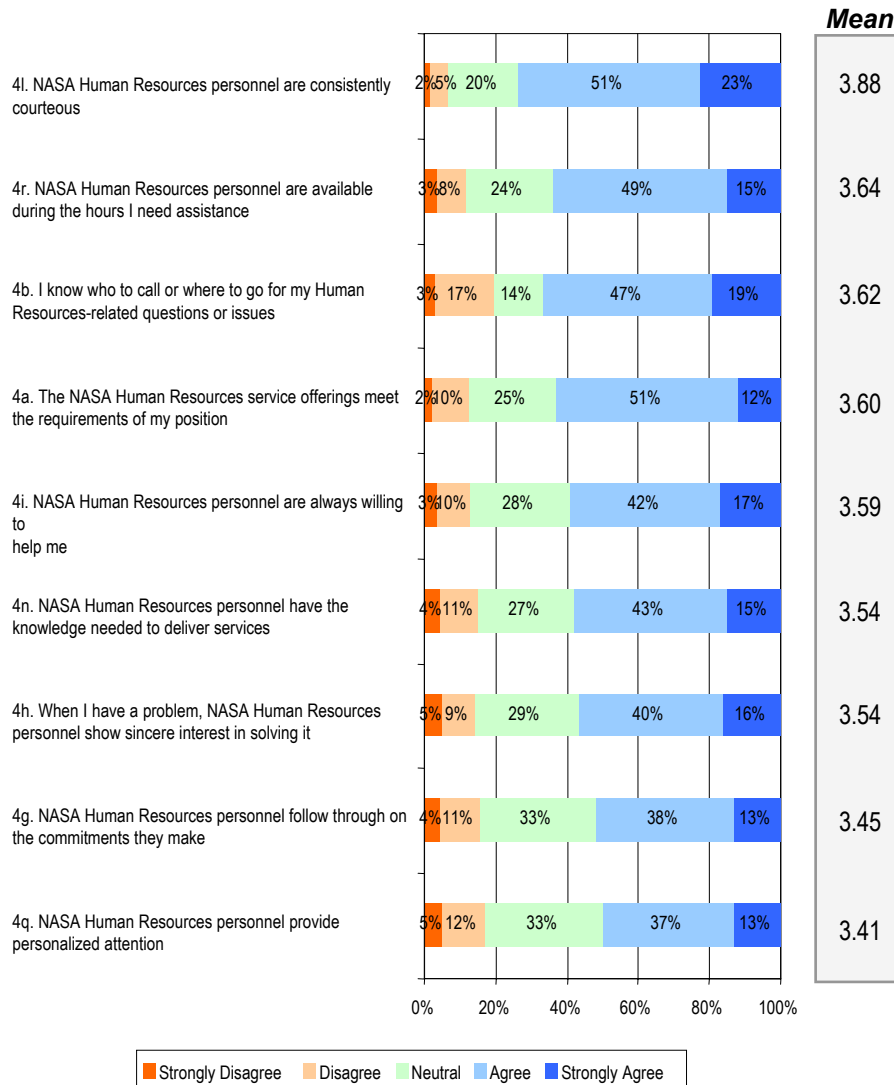
Customer ratings on the performance of Human Resources services



Note: Numbers in parentheses indicate which respondents rated the service according to the following: 1=HR staff, 2=Supervisors/SES, 3=General employees. If no number appears, the service was rated by all respondents.

Customer Satisfaction Drivers

Please rate your level of agreement with the following statements
(Questions are listed in descending order, by mean)

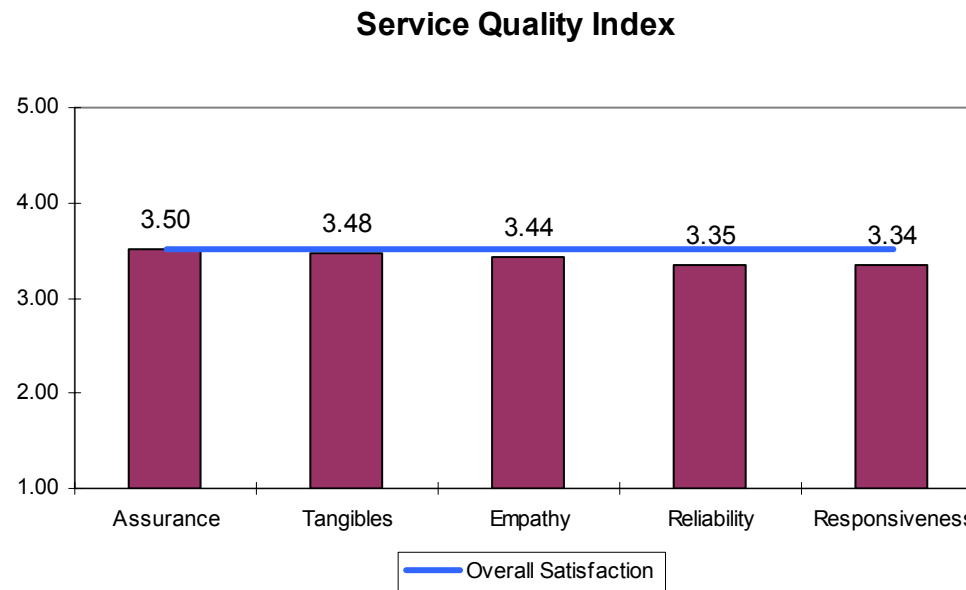


Service Quality Index

Question 4 is designed to assess the five dimensions of the SERVQUAL¹ model:

- ◆ Tangibles: Appearance of physical facilities, equipment, personnel, and communication materials
- ◆ Reliability: Ability to perform the promised service dependably and accurately
- ◆ Responsiveness: Willingness to help customers and provide prompt service
- ◆ Assurance: Knowledge and courtesy of employees and their ability to convey trust and confidence
- ◆ Empathy: Caring, individualized attention the provided to customers

The following graph shows how Human Resources rates on each of these dimensions and compares the dimensions to overall satisfaction. Mean values are used to compute the index.



¹Adapted from: Delivering Quality Service, Valarie A. Zeithaml, A. Parasuraman and L. Berry

Payoff Index for Human Resources Customers

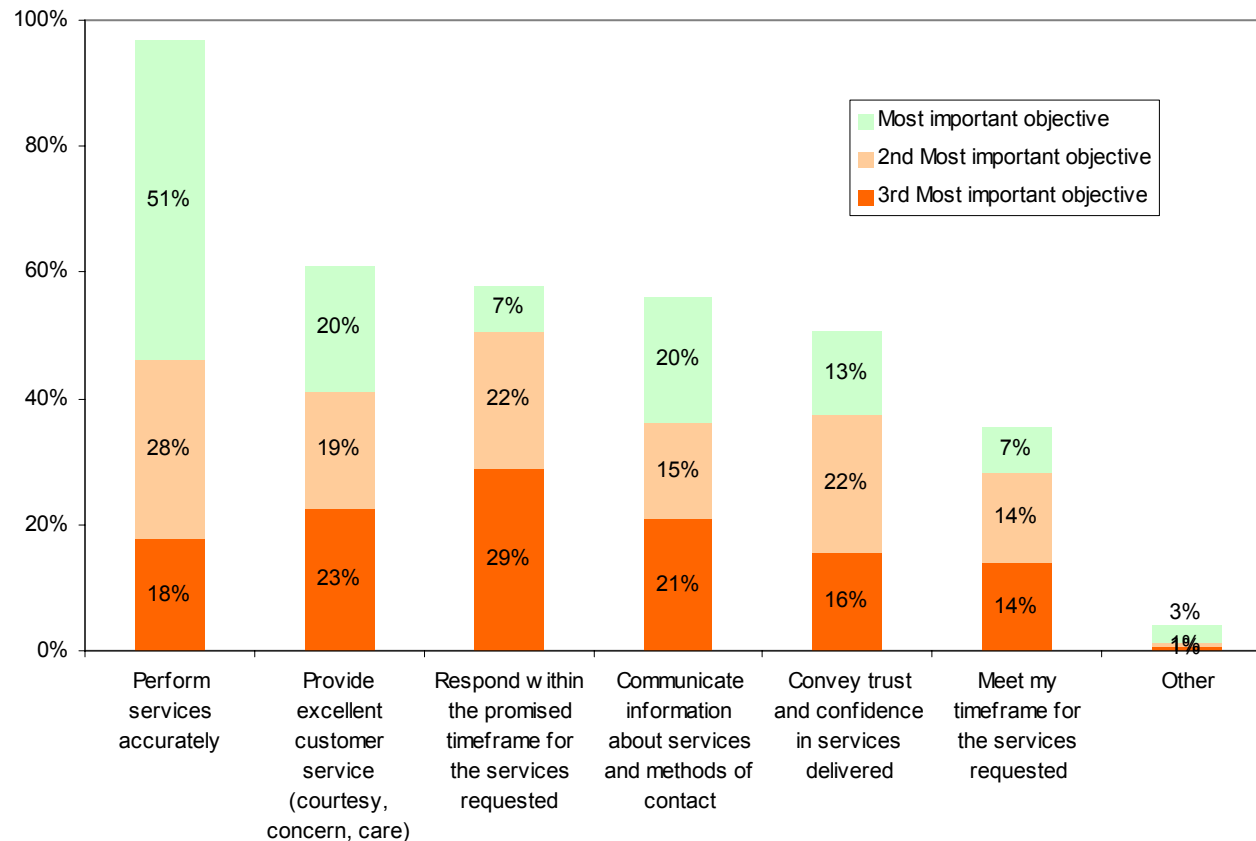
- ◆ The Payoff Index provides a systematic way to identify and prioritize areas for improvement
- ◆ The Payoff Index range for the survey was from 0.20 to 0.01. Below are the ten questions that have the highest Payoff Index values. They represent the areas where improvement would have the largest potential impact on improving overall customer satisfaction (Payoff)
- ◆ In summary, improving accuracy of service, effectively communicating changes, and improving the efficiency of services represent the greatest potential for improving overall customer satisfaction with Human Resources

<i>Efforts to improve the following areas would result in the greatest payoff for Human Resources customers</i>	Importance (Correlation with Overall Satisfaction with Human Resources)		Weight (Unfavorable Response Percentage*)		Payoff Index
4e. NASA Human Resources personnel deliver error-free service	0.73	X	28%	=	0.20
4d. NASA Human Resources personnel openly communicate decisions or changes that affect me	0.75	x	26%	=	0.19
4o. NASA Human Resources personnel have efficient processes to deliver services	0.76	X	24%	=	0.18
4k. NASA Human Resources personnel tell me exactly when services will be performed	0.71	x	25%	=	0.18
4m. I feel confident with NASA Human Resources personnel's ability to support my position	0.83	x	21%	=	0.17
4c. NASA Human Resources personnel are easy to contact	0.71	x	24%	=	0.17
4j. NASA Human Resources personnel provide prompt service to me	0.78	x	21%	=	0.17
4f. NASA Human Resources personnel deliver the service I request at the time I need the service	0.77	x	21%	=	0.16
4p. NASA Human Resources personnel understand my specific needs	0.75	x	20%	=	0.15
4q. NASA Human Resources personnel provide personalized attention	0.77	x	17%	=	0.13

* Percent Unfavorable = (% Disagree + % Strongly Disagree), or (% Dissatisfied + % Very Dissatisfied)

Most Important Objectives – Customer View

Please rank your three most important priorities for NASA Human Resources personnel.



“Other” objectives suggested by customers include being independent, understanding a proper business model for customers, responding to customer needs, and being consistent in the application of rules and regulations

(How to read this chart: 51% of customers who answered the survey thought “Perform services accurately” should be the most important objective, 28% thought it should be the second most important objective, 18% thought it should be the third most important objective)

Statistical Definitions

Definitions

◆ Margin of Error

- A measurement of the accuracy of the results of a survey
- A margin of error of plus or minus 3.5% means that the responses of the target population as a whole would fall somewhere between 3.5% more or 3.5% less than the responses of the sample (a 7% spread)
- Lower margin of error requires a larger sample size

◆ Confidence Level

- A measure of the precision of an estimated value. In sampling, the confidence level (usually expressed as a percentage) indicates how often the true value can be expected to be within the margin of error
- A 90% confidence level means that if all possible samples of the same size were taken, 90% of them would include the true population mean within the interval created by the margin of error around the sample mean
- Higher confidence level requires a larger sample size

◆ Example

- If a poll reports that 78% of Americans eat peanut butter and the margin of error is stated to be 3%, and the confidence interval is 95%, we can expect that the true value of peanut butter eaters is somewhere between 75% and 81% for 95% of the samples

Customer Verbatims

Tell us how NASA Human Resources personnel can improve their services and support.

Responsiveness

- ◆ My main complaint has to do with recruitment (which the NASA website shows as an HR function). My experience and reports I have gotten from others are that the STARS system did not provide any useful feedback and NASA HR people did not provide any help either; usually they would not return calls. People never knew where they were in the review process and couldn't find out. As a result, I know of several good people who gave up on NASA and looked and went elsewhere. Also, the Resumix system is a disaster. It often manages to weed out the best people for the job rather than select them
- ◆ Be timely and accurate and be available whenever I need them
- ◆ 1. Return calls, if not available direct calls to another HR specialist that can assist with the call. Be tactful and courteous to the customers. 2. Would like to see personnel actions completed within the allotted timeframe. There has been too many times that personnel requests have just sat to the last minute
- ◆ Be able to answer questions without being passed to three different people. It would be nice to have a dedicated HR person for your organization that could give you support and answer basic questions
- ◆ Answer inquiries in a more timely manner. I have waited as much as a month to get pcs information
- ◆ At times I feel as if I am bothering them with my questions or concerns, more customer service focused. Additionally, a greater knowledge of specific HR expertise and how it fits in to the larger scope of the NASA Vision...a broader perspective and appreciation for the work other organizations do
- ◆ Be more timely and upfront with info
- ◆ Be more timely in responding

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Responsiveness (Cont'd)

- ◆ Be prompt and work with their clients to meet their requirements within the time frame needed. Have a customer service focused
- ◆ Better follow-through & better job at delivering within promised timeframe
- ◆ Better turnaround time on services. Provide better communication on their processes
- ◆ By completing personnel actions in a more timely manner. I have experienced transfers taking approximately 4-5 months to become finalized once I enter the request into FPPS. To me that turn around time is unacceptable
- ◆ By providing information that will assist employees in meeting requirement versus finding ways not to support them
- ◆ Commit to a schedule for human resource support, provide status on specific human resource activities, solicit inputs from supervisors on human resource proposed changes
- ◆ Deliver services when promised such as desk audits for personnel in my branch
- ◆ Delivery of Group Achievement awards was significantly delayed, and impacted our ability to disseminate to the recipients in a timely manner. The STARS process and human interface after the fact was impersonal, and not customer oriented. This made it very difficult to improve your resume, and objectively compete
- ◆ Do things a lot quicker with a much improved focus on helping to do what you want rather than giving you 10 reasons why it can't be done

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Responsiveness (Cont'd)

- ◆ Ensure that customer service is timely, consistently correct, provide for viable solutions, considering alternatives to achieve desired results, anticipate the needs of the customer
- ◆ Feedback: a return phone call, quick short e-mail or memo to acknowledge that communication has started
- ◆ First off call people back when they ask questions about promotions. The service provided is slow and I don't mean days, but months to handle problems
- ◆ follow the motto 'customer focused'
- ◆ Follow through with everything that is promised
- ◆ Fully explain what has to be done by all parties and a realistic timeline for doing the work. When make a commitment to do something, do it.. and if can't, notify in a timely manner with a reason and way forward to get goal accomplished
- ◆ Handle personnel actions of my employees in a timely fashion. Help me as a supervisor to solve my employee problems with creative solutions
- ◆ Human resources personnel could be more customer friendly and courteous. They could also try to be more responsive and employ more one-on-one communication
- ◆ I have had good response on the few times I have contacted HR. Be there and be responsible
- ◆ Improve customer service
- ◆ Improvement of response time

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Responsiveness (Cont'd)

- ◆ Make sure that all personnel provide prompt services and are available most of the time to provide assistance. They can also be sure that all personnel are willing and able to provide services to the NASA community
- ◆ More prompt response
- ◆ More timely return of emails and phone calls
- ◆ More timely services and support. More efficient service, especially with regard to automation
- ◆ Most of the people in the HR office seem as though its not their job to help the personnel. If there were more professional people with the background to do their job it would be more helpful. From what I understand, most of the people in key position, don't have the education or the experience to do the job
- ◆ NASA Human Resources can improve support by responding in a timely fashion. Although I have dealt with some personnel who are very good at this, I have had incidences where I've had to contact someone multiple times and then they did not follow through with what they said they would. Completing what is promised is also key
- ◆ NASA Human Resources personnel can improve their services and support by simply doing what they say they are going to do, when they say they are going to do it. I have recently been reassigned to a new position. NASA Human Resources has been 'going to process the reassignment immediately' for the past 3 months. Despite repeated calls from me, my current supervisor and my former supervisor the paperwork is still not complete. Thankfully, I have a good relationship with both my current and former supervisor and have been able to perform my new function while still 'technically' assigned to the old, but I should not have to rely of supervisor's good grace to compensate for Human Resources personnel's incompetence

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Responsiveness (Cont'd)

- ◆ Need to be more efficient. Takes to long to get things done Need to help the customer understand constraints/issues early on in process Need to work more like one NASA.... currently all the centers allow different things and process things differently. Be consistent!
- ◆ Notification to employees who to contact for the services needed accurate services Responding in the agreed upon timeframe.
- ◆ Prompt return of calls with effort to establish a timeline to resolve.
- ◆ Promptness in obtaining desired information
- ◆ Provide status of pending actions
- ◆ Quicker response time—I typically have to leave messages and wait a day or two for response
- ◆ Reply back within a reasonably time period
- ◆ Respond to hiring needs quickly and more efficiently. Respond to promotions quickly and more efficiently
- ◆ Return phone the first time. It takes two or three call to get anything from them and then its not always right
- ◆ Some more focus on customer care. I have had to wait a significant amount of time without explanation. (more than 10 minutes, numerous of times). Just let me know what the delay is. That way I do not feel ignore or marginalized

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Responsiveness (Cont'd)

- ◆ Sometimes a change initiated in Employee Express, for example, takes some time to get processed. It would be nice to have some positive feedback from a person that the change was initiated and is in progress. For example I recently changed my address, and after submitting the form I just have to wait to see if it has gone through
- ◆ The problem I encountered was with buying back my military time. It took about 8 months too long for it to actually happen. I think the breakdown was between KSC and Colorado (where it is processed). Human Resources' only bad mark was keeping me informed of what was going on. I was pretty much in the dark unless i phoned. I just feel this area could improve
- ◆ There is a wide range of customer service within the HR department. Some employees are very conscientious to respond to questions while others may never call you back
- ◆ They can improve by giving timely return of calls and/or e-mails
- ◆ They can improve their services and support by first being responsive to their customers. They should respond to customers' questions in a timely manner or at least respond to let the customer know they are working on their issue. Also, for the ease of the customer and HR the contacts for HR should be posted so that only the HR representative who is specialized in a certain area is contacted for those issues. Finally and most importantly, they should complete the paperwork and answering questions in a timely manner
- ◆ They could start by returning phone calls. They could process simple actions with one request and in a day or two (especially when the action itself takes 5 minutes or less) instead of weeks. They could understand and use their own automated system—and checking it periodically to see if anything is there waiting their action would also be nice. They could try and help solve problems instead of avoiding their customers

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Responsiveness (Cont'd)

- ◆ They should be held accountable for meeting reasonable deadlines of delivery. They should also be required to provide professional, accurate delivery of services
- ◆ Timeliness
- ◆ Timeliness and accuracy are the key components. The more time we have to make a decision of importance the better. In addition, the documentation of the action/event needs to be complete and understandable so correct decisions can be made
- ◆ Timeliness has been an issue. I don't understand, with all the automation, why it takes longer to classify a PD than it took before computers were in widespread use
- ◆ When tasked to perform a service even by my supervisor/managers on the employees behalf the HR person responsible for my code, XX, is slow at best or at times non-responsive

Staffing Levels

- ◆ Add more trained staff personnel to the office
- ◆ Additional personnel needed to provide support and services in Human Resources
- ◆ Additional staff to support the Center
- ◆ As far as I can tell the resources are not there for all the people that need help. Comments from other personnel is that getting information request is hard to do because of the lack of staffing at the HR at JSC

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Staffing Levels (Cont'd)

- ◆ Add more trained staff personnel to the office
- ◆ Additional personnel needed to provide support and services in Human Resources
- ◆ Additional staff to support the Center
- ◆ As far as I can tell the resources are not there for all the people that need help. Comments from other personnel is that getting information request is hard to do because of the lack of staffing at the HR at JSC
- ◆ At times the personnel seem to be overburdened. I believe additional specialists would help the office run more effectively
- ◆ By making sure that the personnel are not over loaded with duties as well as making sure that the correct people are in place to perform the job
- ◆ Ensure our organization has an assigned PMS who is known to us and will respond to our orgs needs
- ◆ Ensure that you have enough HR personnel hired to effectively perform the tasks required by the Center
- ◆ HR is understaffed, so service is often untimely. Most of the HR Specialists are not truly knowledgeable. They are generalists without depth in any functional area
- ◆ HR personnel should be located in the organizations they support. A central office is still needed for continuity and integration, however, a more personal to the HR experience is needed in each organization

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Staffing Levels (Cont'd)

- ◆ HR seems to be understaffed. They are always operating under some higher priority directives and simple HR actions take forever to get completed. Paperwork associated with personnel actions/transactions comes 6 to 8 months late (sometimes never). HR needs more staff, even if it is only temporary
- ◆ I believe that HR services administered to HQ's (as a Center) can be improved by establishing a core staffing level that encompasses dedicated resources to key functional areas, i.e., staffing, classification, employee/labor relations, etc.
- ◆ Increase staff. Need more than 1-2 contacts per Directorate. Ideally, 1 contact per Branch. Also, improve communication on a personal level
- ◆ Increase the person/computer ratio for information
- ◆ Organizationally they are under staffed and often there is more than one person filling in for the other. A stable staffing arrangement would benefit the organization
- ◆ The NASA Human Resources personnel I have dealt with in the past three years have been Contractors. Most have been very professional and helpful, but every time I would get something started with one particular specialist she would leave for another job. This happened 3 times and every time I had to go back to square one and start all over with the new contractor specialist. NASA should keep the Human Resources Personnel Department All Civil Service!
- ◆ They can improve their services and support if they hired more personnel to do the work or if they trained the personnel to be more proficient in different areas. When one person is out it is difficult to find someone else who is qualified to help me

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Staffing Levels (Cont'd)

- ◆ They need to be adequately staffed with experienced and competent staff, as they are the first line to be cut and the first to be blamed for not getting tasks completed on time
- ◆ They should reassess their processes and really try to make them more efficient and logical. Also, it would help to have more of them. Currently it takes a long time to get a request processes but I think it's due to the lack of people to do the work
- ◆ They, like all of the organizations on site, need more people to do their job. They do not need to be centrally located in the NSSC
- ◆ Well, if we could each clone ourselves then we might be able to do all of the work to be done in an 8-hour day/40-hour week. As it is, we're understaffed and several people consistently work late hours to get the work done, and overall we do a decent job. But no matter how good we are or the NSSC will be, the biggest room in the world is always the room for improvement
- ◆ Well, there are not very many of them and they always seemed to be over extended. Perhaps getting more help that is well trained. I usually deal with the 2 people I know will help, and they are very good. There are others thought that I would just as soon not bother to deal with

Availability/Accessibility

- ◆ Accommodate individuals stationed off center with equivalent service to those on center
- ◆ Answer phone, no one ever seems to be around
- ◆ Answer the phone and return calls in a timely manner

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Availability/Accessibility (Cont'd)

- ◆ Answer the phone. Most of the time that I call HR, I get a voice mail message
- ◆ Answer the phones or return messages within 24 hours
- ◆ Answer the phones
- ◆ Be available during all hours of the workday. The whole office should not take lunch at the same time
- ◆ Be available for incoming calls and not always tied up in meetings
- ◆ Be available to talk with employees, listen to their concerns, and explain what can be done (not what they cannot do)
- ◆ Be available to work questions and issues when they come up and be prompt about doing it
- ◆ Be available when needed, have a better understanding of the basics of HR management, provide service in a friendly responsive manner, be concerned about all employees not just management, and want to help me make my organization the best it can be
- ◆ Be more accessible by having a receptionist who can answer general/routine questions. Most of the HRS and HRD personnel are in meetings which means you must leave a phone message and hope they are able to return the phone call the same day or within an appropriate period of time
- ◆ Do something to improve the ability to contact the HR reps. It is impossible to get them on the phone and multiple requests are normally required to make contact
- ◆ Employees need to answer the phones more often

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Availability/Accessibility (Cont'd)

- ◆ Encourage answering the phone vs. relying on phone mail
- ◆ Have a 1-800 number so you can be available 24/7 for HR folks to contact you and a separate number for your customers to access you
- ◆ Have phones forwarded during times of absence or when on the phone
- ◆ HR is very inconsistent regarding personnel. You don't know who the Point of Contact is and there never seems to be anyone with experience to answer your questions
- ◆ Human resources personnel rarely, if ever, are in the office to talk to on the phone should a question arise or you need help with an HR related item. Frequently their phone mail is full so that you are unable to leave a message, and even if you do leave a phone mail message the calls are usually are not returned. Human resources personnel rely far too heavily on email - yet that is their preferred method of working with their clients. I personally think this is inappropriate due to the confidential nature of the topics typically involved - after all it is a human resources related topic. My personal experience with our human resources office has been that it is more difficult to talk to a JSC human resources person on the phone, than it is to talk to a person at my own phone company or credit card company. I am serious about this; I did not make this statement to be mean
- ◆ I would like it if they answered their phones in person more. I usually get an answering machine
- ◆ It can be difficult to get information. Currently, our Human Resources Department has not kept up their web information and their newsletter only covers a few topics. Telephone and email access to HR personnel is difficult, or involves quite a time lag. Making and keeping current information on how employees can accomplish HR related activities would be helpful

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Availability/Accessibility (Cont'd)

- ◆ It is important to answer telephone calls and to return telephone calls including email inquiries
- ◆ It is sometimes difficult to get a hold of them on the phone
- ◆ Just being able to reach them when needed would help. And call back when you leave a message
- ◆ NASA managers must have the ability to contact and talk personally with HR representatives. Currently, that option is not available to GRC managers. 99 out of 100 times, you can only connect with a representatives' VMX. It's no exaggeration
- ◆ Provide alternate contacts that can provide services when key personnel are away for training, travel, leave. Sometimes it is not always clear and you have to go through many hoops to find help
- ◆ Provide personnel who answer phones, respond to e-mails, have answers to questions or are willing to research the question
- ◆ The benefits counselors should be available during working hours. I have tried for several weeks to reach them, but their office is always closed for some reason
- ◆ They should be available to take calls. They shouldn't make promises knowing that they can't fulfill them. They should do their job well and not try to second guess managers they should be serving
- ◆ Try to insure that when someone is out, the other one or two numbers given are persons who are actually 'in'. I have left messages on 3 or more phones without ever speaking to a live person. Try to disseminate notices at the beginning of cycles. Sometimes a job offering notice is received within 4 days of its closure and up to 3 weeks after the opening date! Similarly, notices of other events often reach personnel too late to even try to reschedule meetings in order to attend them

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Availability/Accessibility (Cont'd)

- ◆ Understand that there are actually civil servants on 2nd and 3rd shifts and have needs as well. Provide service on shifts that need it by pre and post shifting to support someone other than 1st
- ◆ Where are they?

Communication

- ◆ What has angered me the most recently was the changeover from NEBA Life Insurance to Paragon Life. Our folks were trying to find out what was going on - do we get the yearly refund like we did with NEBA, etc. This life insurance appears to be whole life with significant higher rates. I had called benefits for information for our folks - I was just told to contact Paragon. I think a change like this deserves to be explained to the folks. No one was ever notified of a change until Paragon started sending information out. To me, this is wrong
- ◆ Whenever possible avoid using HR 'buzz words' and instead explain or respond to questions in commonly used words to facilitate ease of understanding
- ◆ A published list of POCs
- ◆ All of the HR offices at the various NASA centers really need to interact better with each other. Right now, they don't. In addition, the HR personnel at certain NASA centers should treat applicants from other NASA centers with courtesy, caring, and concern --- not like they are 'outsiders' trying to find a way in. Aren't we all a part of the same agency?
- ◆ An article which tell what the different areas of Human Resources do

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Communication (Cont'd)

- ◆ A weekly or monthly e-mailed newsletter about your services would be helpful. Also, the JSC People Homepage is rather confusing. There are several headings in different sections relative to 'Benefits'. Further, there are several heading on Leave Policies, but they don't cover everything about Leave policy. For instance, to find out about 'family leave' policy - a common question I think, as there are two types - one has to go to the 'Benefits' heading, then to the NASA People website, then to Frequently Asked Questions, subheading: About Leave. This is a very convoluted way to find out something about Family Leave. But it's still easier than trying to remember or find out who is your current HR Rep. and then reaching them by phone - and no guarantee they will know the answer. Even then, it does not answer every question, as it's not clear which type of family leave to use first - probably the accrued Sick Leave - but it's not stated. Finally, the WEBTADs codes (acronyms) for the two types of family leave are quite confusing and I had to call the central Timekeeping and Leave Clerk recently to get an answer on this matter
- ◆ Appears there is a high turn-over rate. Would be beneficial, to notify personnel when there is a change. For example, I knew who to call for assistance; when I called someone else answered the phone and indicated the individual had left. Then he proceeded to give me another name
- ◆ Better and more regular communication; faster response times
- ◆ Better communication
- ◆ Better communication of the processes employees must take to make changes in their personnel records and services available to them
- ◆ Better communication with customer - keep them informed of their actions. Meet timeframes Improve quality

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Communication (Cont'd)

- ◆ Better communication. What is being done? I gave an employee a go the extra mile award recently and the paperwork arrived a week or more after they received their paycheck!!! There was no verbal notice of the process either
- ◆ Clarify and communicate who does what for whom. Make sure the customers know how to reach the appropriate 'who' people. Stop moving the 'who' people around - consistency is golden
- ◆ Communicate better what is available and recommended
- ◆ Communicate changes and services on a regular basis; show 'caring' in dealing with personnel, problems, questions, and situations; respond in a timely manner to questions, concerns, issues, requests, etc.
- ◆ Communicate more with employees and have more accurate information when needed
- ◆ Communicate points of contact in public forum and perhaps post points of contact
- ◆ Communicate proactively with employees
- ◆ Communicate quicker and more openly. I hear rumors about the next buyout, but have received no official information. I don't know if this is an Agency decision or a Center decision, to hold the information closely
- ◆ Communicate services offered
- ◆ Communicate, communicate, communicate...Show some interest in customer support
- ◆ Contact information is difficult to locate. Scope of what HR personnel do is not clearly communicated
- ◆ Develop a web portal with names and assignments

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Communication (Cont'd)

- ◆ Make it easier to find out what services are available and who to contact. Recognize that each individual and situation is unique and work hard to find the right solution for that individual, rather than trying to apply 'one size fits all' policies
- ◆ Make more visible/clarify how the Center HR process works (e.g. promotion boards, how an employee can prepare say for an HR interview
- ◆ Maybe hold monthly informal short chat sessions on various topics like retirement, TSP, health benefits, etc.
- ◆ More open and full communication with regard to personnel rules and regulations. For instance, I had a question about OPM rules with re: to noncompetitive selection that was never answered
- ◆ Possibly a monthly newsletter explaining their services
- ◆ Provide information on services and support with related contact names
- ◆ Provide more informational outreach activities to inform the average employee of the services offered and who they can contact with issues
- ◆ Provide more small group briefings that give detailed updates on Center activity and how those activities may affect individuals
- ◆ Provide notification/reminder of open season for medical
- ◆ Provide training and listing of resources to newly appointed supervisors
- ◆ Providing more awareness of what HR can offer would be a plus

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Communication (Cont'd)

- ◆ Have points of contact available for all Centers. They could be included more in daily bulletins. Timeliness needs improvement
- ◆ I don't think I have ever known who, specifically, is assigned to handle my Branch or my Sections problems. Provide a better payment confirmation arrangement when paying for 3rd party training
- ◆ I guess just to make me more aware of what is available. I really have never used their services.
- ◆ I often find it difficult to figure out who to call about a given service and it seems like there are so many different websites or services to go to. Consolidated information resources and services would be an improvement. I'd also like more detailed information about benefits and pay to be easy to find online. I often can't find anything more than the most basic information about annual and sick leave, but it's generally other types of leave or policies I have questions about
- ◆ Increase communications and POC
- ◆ Keep employees better informed
- ◆ Keep employees informed about routine changes. Just as important (if not more so) is informing the employee about status and progress when handling personalized actions (i.e. not things that are affecting the entire NASA workforce, just a select few)
- ◆ Keep those folks in 'term employment' more informed of where they stand in relation to getting a full job offer or not
- ◆ Make it easier to find 'Human Resources' phone numbers for general information when online or away from the Center. If you don't know someone to call, a specific name or have someone to help you, when you're away from your desk, it's really hard to get hold of anyone

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Communication (Cont'd)

- ◆ Shared communication at all levels within Human Resources and clear understanding of objectives/policies. Example, a new policy is implemented all personnel should be aware and clear about what the policy states, how to use it, or whom to go to for clarification
- ◆ They can communicate with me personally (not by center-wide e-mail) on a regular basis to let me know about the things I should know about.
- ◆ Provide a list of services that they actually perform and the person to contact

Accuracy of Information/Knowledge of Staff

- ◆ Accuracy and timeliness
- ◆ As a branch head, I sought advice on career development opportunities, especially associated with training, for my people by talking to the director of HR. Not only could she not tell me about these opportunities, she could not tell me who could tell me. I was on a wild goose chase. I think some devoted attention to career development is in order
- ◆ As an HR specialist, I feel that HR can always improve their services by staying on top of the latest rules and regulations
- ◆ Be knowledgeable of notices or memos sent out to employees, called after receiving notices, for more information, staff seemed to not be informed about notice or would refer you to a gov. web site which I had already seen

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Accuracy of Information/Knowledge of Staff (Cont'd)

- ◆ Be sure you understand the individual's question/situation before replying or investigating further. Be sure you are providing accurate and correct information, particularly regarding anything related to benefits (I was given incorrect information re long-term care insurance eligibility window)
- ◆ Become knowledgeable & competent, provide service, seamless handoffs to other specialists, promptness, make correct actions & responses. Do something right. I've never seen it yet, at least not on the first try. Having an HR person at my location (NMO) would help!
- ◆ Better understanding of OPM regulations
- ◆ By first knowing their job and speaking to personnel with confidence. If they don't know the answer admit it immediately. Misinformation is their biggest enemy. Also, admit amongst themselves that they don't know everything. Throw out personal interpretations deal with the facts only and when speaking with personnel show the regulation. Employee's can't argue with regulations but they can argue with a personnel specialist that appears to have a personal axe to grind
- ◆ Continue training and improving their breath of skills so they aren't always needing to check with an expert from another discipline
- ◆ Convey accurate and prompt information and responses to request
- ◆ Don't make people feel like they (or their issue) is being passed around. There is a perception that you (or your issue) MUST be parsed out to a bunch of people because no one person knows how to solve your problem/issue. This is perceived even for the smallest of issues

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Accuracy of Information/Knowledge of Staff (Cont'd)

- ◆ Double check paperwork. I received an incorrect job offer, which fortunately was very easy to correct. I understand that everyone makes mistakes, but in HR, paperwork mistakes may mislead or upset employees. Double checking may save HR time in the long run and save employees from unnecessary worry
- ◆ Enhance their ability to get answers to unique questions
- ◆ Give out correct information
- ◆ HR needs to learn their own rules and regulations and effectively communicate these to employees. They need to respond promptly and efficiently when services are required, especially in the area of hiring and processing CPPs
- ◆ Human Resources is so guarded with what they provide because they do not want to get into a situation where the wrong information was disseminated. Because of this, they are selective in the questions that they will answer
- ◆ I wish there was someone who was a little more current with issues concerning CSRS Offset Employees
- ◆ Improve accuracy and meet the commitments they make!
- ◆ Improve competence; they lack training in critical areas and simply do not know how to do their job. Respond promptly and follow up
- ◆ Improve knowledge and insight into RIF procedures; present a uniform front in conveying information regarding RIF

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Accuracy of Information/Knowledge of Staff (Cont'd)

- ◆ Improve overall competency, timeliness, availability, follow-through, and have more depth (more than a single person lynchpin)
- ◆ Improve the accuracy of information requested
- ◆ Increase level and detail of knowledge
- ◆ Knowledge experts meet commitments find solutions
- ◆ More knowledge of retirement benefits, Medicare, Insurance, and what steps I need to take to retire
- ◆ My experience with Human Resources recently is that the organization has lost an experience base that they have not been able to replace. New employees do not relay a confident knowledge in their work. Also, it appears the Human Resource Office is more of a police organization telling organizations what they can do with their employees and what they can't do instead of letting the organizations do what they want with their own employees within the guidance of laws and regulations. They should be more of a 'make it happen' organization instead of the organization that usually says 'no' immediately without the ability to show legal justification for their answer
- ◆ NASA Human Resources personnel should be properly trained and knowledgeable about the services they are supposed to be providing. I often find that I must prompt them to find out more by asking probing questions. Sometimes they know less than I do!
- ◆ Need more knowledgeable staff
- ◆ Not HR personnel are proficient in carrying out their responsibilities. A luck of the draw as to who will provide service. Management too involved in overall Center issues to adequately supervise day-to-day operations

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Accuracy of Information/Knowledge of Staff (Cont'd)

- ◆ Personnel in charge of certain tasks must be knowledgeable of those areas. I have found that HR personnel are sometimes given new duties and thus, must pass along their older duties to their co-workers. However, when this happens, the knowledge and work already done are not passed along. It ends up, I would ask one HR specialist for help, and in turn, that HR specialist must go to another specialist to find the answer
- ◆ Provide accurate position descriptions and do periodic updates
- ◆ See question 5. Provide accurate, timely, and courteous service in a professional manner
- ◆ Tends to be high level of turnover for HR personnel, they do not know the require information, or have work overload
- ◆ The devil is in the details. ACCURACY is paramount!
- ◆ The HQ human resources processes should be changed so that the actual personnel contacting and communicating with general NASA personnel are the people who can actually make decisions and are knowledgeable about their areas of expertise
- ◆ To please be accurate in info provided. Unfortunately, sometimes the legislation changes so rapidly that it is hard to catch up even for those that are entrusted to do the job. If it is the same subject matter like the annual trng. or career enhancement degree related trng. processes/procedures & money consideration has to be communicated specifically in order to plan moves to synchronize with the std. operating procedures

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Proactive Support/Problem Solving

- ◆ Add value by providing knowledgeable personal advisory services (e.g. benefits and retirement advise) and not just provide hard to read and understand complicated forms and ambiguous information or materials
- ◆ Be more innovative; less 'by the book' and more 'here's how you can accomplish what you're trying to do'
- ◆ Be more proactive and represent the individual, rather than the organization. Don't start all conversations with 'We can't do that'. Also, our human resources representative rotate organizations too often and are not around long enough to get familiar with their current customer
- ◆ Be more pro-active in advocating change in federal job classifications to bring NASA into line with current professional standards in industry
- ◆ Be more proactive. Most managers do not understand the many options available to them in the area of HR
- ◆ Be Proactive more. Provide method for comparing benefit choices
- ◆ Be proactive; return calls on time; ask the right questions; don't act like they are too busy to help you
- ◆ Commitment to a partnership with the individual manager/supervisor would greatly enhance service. At times, it is not just the perception, but the reality that HR is the agent of only the Center Director
- ◆ Each and every HR representative needs to get out there and get to know the people in their organization and what their needs are not just what management needs

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Proactive Support/Problem Solving (Cont'd)

- ◆ Enhance consulting role. Have adequate staff to go beyond general processing to more emphasis on consulting and advising. Communicate clear processes and procedures for personnel services; at a minimum, offer an on-line course in personnel services for new managers
- ◆ From a manager's perspective, I need HR to understand what I need, provide me with options to meet my needs, commit to a timeframe, and deliver on schedule
- ◆ I feel that this department should be in constant contact with the employees they serve. Each directorate as an unique group of people that needs unique types of service
- ◆ Individual HR representatives should introduce themselves to the organizations they represent, and provide an overview of the services they provide. They should demonstrate a desire to personally serve those in the organizations they represent and ensure that they look out for the best interest of those employees. They should make an effort to know the people they serve. They should be responsive to questions from those people, and should be educated and prepared to deal with issues faced by the Agency, the Center, and their represented employees. They should also act as strong advocates for Center employees, and push for taking full advantage of programs available to benefit Agency and Center employees, e.g. programs offered by OPM that other Agencies choose to utilize to financially benefit their employees
- ◆ Innovatively help versus hinder
- ◆ More proactive in finding solutions to personnel issues. They should have a broader knowledge of HR options and alternatives than I do, but I find I'm offering more alternatives than they do. Also not be regulatory driven—more of let's find a solution, than it can't be done attitude

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Proactive Support/Problem Solving (Cont'd)

- ◆ See 'Fast Company' cover article from last summer, 'Why do we hate/love HR'. Basic distinction between HR and the line operations they support is a lack of understanding on the part of HR of the goals and plans for success. Learn more about us!
- ◆ Understand what managers are trying to achieve and work with them to meet their needs, not offer reasons why things cannot be done that way. Communicate what you are doing to meet the customers needs and when
- ◆ Visit organizations so their customers will know who they are and where they are located
- ◆ When a personnel specialist is assigned to an org they should do all they can to help with a request/action. Taking that extra step to help employees get the job done. Recommending and suggesting certain actions and steps to help an employee
- ◆ When you are trying to do something that has issues, don't just tell me the rules of why it can't be done. Help me find a solution to the problem

Positive Comments

- ◆ At this time I am very satisfy with their performance and support provided, I rarely used their service because I worked third shift and all my human resources needs are relay through my chain of command. I don't have any recommendation to improve their services or support, I get all the update from all the newsletters that are distributed weekly
- ◆ Can't think of anything...they do a good job here
- ◆ Continue to be timely and accurate

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Positive Comments (Cont'd)

- ◆ Easy to contact, knowledgeable of services requested
- ◆ Everything is fine
- ◆ Excellent support provided, despite being stretched much too thin
- ◆ I am currently satisfied
- ◆ I am satisfied with their performance
- ◆ I am totally satisfied with their services as they are
- ◆ I feel that Human Resources is doing a great job. They have excellent customer service
- ◆ I feel they do a very good job, and wouldn't change anything
- ◆ I have been satisfied with HR services and support
- ◆ I have never really had to use HR for a personnel problem but I have used them for insurance and benefit purposes and they were great
- ◆ I rarely communicate with KSC's Human Resources office. Most of my Human Resource needs are worked through my Directorate's Admin Office, which provides excellent service
- ◆ I think they are doing a good job now
- ◆ It's difficult to say at this time with the many organizational changes occurring. But overall I think they are doing a great job

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Positive Comments (Cont'd)

- ◆ It's outstanding now
- ◆ Keep doing what your doing!
- ◆ My only experience with Human Resources was the online resources, and each of those websites satisfied my necessities at the time
- ◆ NASA Human Resources is doing an excellent job. Offhand, I can't think of anything they can do to improve
- ◆ No comment, I think NASA Human Resources personnel doing a good job
- ◆ Redesign website so it is more user friendly
- ◆ The support is considered excellent. However, more info should have been coordinated in the manager's roles and responsibilities for Transition Workforce Personnel. Communication could have been better back in Jan 2005. The 2nd phase of TWF (Nov 05) was handled somewhat better, but the program needs works
- ◆ They are doing a good job
- ◆ They are doing an excellent job
- ◆ They do a great job. I'm happy with their service
- ◆ They're doing fine

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Recruiting Process/System

- ◆ Explain how the electronic resume system is filtering resumes for interviews. Seems that it is ruling out some candidates that it should not. Provide direct feedback when resumes submitted. For example, if don't even make the cert, should be told. When candidate is selected, should be told
- ◆ Get rid of the computer based application system. It has resulted in unqualified personnel being selected for interview and qualified personnel being left out. You need a HUMAN element in human resources making selections
- ◆ Get rid of the Resumix system
- ◆ Get rid of the Resumix system. Stop trying to do a specific manager's job for them (filtering qualified candidates)
- ◆ Hiring process takes to long, find ways to expedite
- ◆ My main complaint has to do with recruitment (which the NASA website shows as an HR function). My experience and reports I have gotten from others are that the STARS system did not provide any useful feedback and NASA HR people did not provide any help either; usually they would not return calls. People never knew where they were in the review process and couldn't find out. As a result, I know of several good people who gave up on NASA and looked and went elsewhere. Also, the Resumix system is a disaster. It often manages to weed out the best people for the job rather than select them

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous

- ◆ 1. Have a complete listing of my training, awards, and promotions by date & name and provide quick electronic access to me. 2. Work to help us do our job (NASA's Mission) instead of reciting rules & regs. 3. Work to create the positions that are unique to Stennis. 4. Make sure people are promoted and paid fairly
- ◆ A simple, straightforward, easily accessible website where things are easy to find. Current GSFC system is OK but the Forms section does not include all the GSFC, NASA and government forms that I encounter. Make the financial disclosure form available in a savable format so I don't have to type in the same information every year
- ◆ Assistance in comparing health care plans
- ◆ Be concerned about what I need, not the rules
- ◆ Be consistent with all activities across Agency and Centers in the area of HR
- ◆ Be consistent with service provided. It is common knowledge that promotions within Human Resources and Human Capital are non-competitive Person in the job instead of competitive. The good ole boy syndrome is alive and well in Human Capital. It is mostly who you know
- ◆ Be trustworthy and support employees and not be the right arm of management
- ◆ better screening, support, and care of co-ops
- ◆ By being professional and reliable
- ◆ By having the overall support from Sr. Management and be allowed to do their jobs the way they should be done

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ Continue the paperless trend to cover things like training applications and performance reviews. Streamline web access to all of the various sites that employees and managers must now interact with
- ◆ Continue to build trust and partnerships with their clients
- ◆ Continue to investigate ways to automate processes
- ◆ Currently I feel, as I always have, that the HR office personnel are secretive, and sneaky; and although I recognize that most of the information in that office is confidential and private, I have been made to feel that things were secretive about 'me,' and my information. And in one instance I felt that my HRS feigned 'genuine' concern when I had a conflict with my supervisor
- ◆ Develop a mechanism to enable supervisors to identify personnel at other centers which are downsizing who have skills needed at centers that are growing. Explain the entire hiring process better to supervisors at the beginning of the process, rather than only explaining the next step
- ◆ Develop more refined career path
- ◆ During the last fiscal year, services have not been needed
- ◆ Fight unjust pay cuts disguised by OPM policy
- ◆ Follow through on employment promotion issues. Insurance issues are not adequate. I.E. I pay for my daughters insurance but was not provided coverage and I cannot get my money back

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ For the relocation (for NASA transferee) service, can we have more choice on the contractor (currently Cendant)-more competition may bring better service [Cendant is doing OK now, but regarding money-they tend to work for Cendant benefit instead of (for) NASA employee (transferee)]
- ◆ Get in touch with their core mission and take responsibility for it
- ◆ Get JSC to do things in a timely fashion and get rid of Cendant as the relocation contractor
- ◆ Have a better understanding of what people actually do in there jobs
- ◆ Have direction from top level supervision, be accountable
- ◆ Having just performed a PCS from DFRC to GSFC, there is a great deal of improvement in the area of general organization and communication with transferring employees. Larger centers face more of a challenge, as individuals are less aware of how to get things done within the bureaucracy
- ◆ Hire qualified personnel who aren't just there to appease mgmt and are really concerned about situations employee's have
- ◆ HR employee should not consult with one's supervisor before answering question. If there is no waiver on the rules, what holds for one holds for all, not subject to employee's supervisor subjective opinion
- ◆ HR will give you their interpretation of regulations instead of providing regulations for you to review. They sometimes act like it is a bother to deal with you

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ Human Resource processes should be clearly defined and consistently executed. A very good application for automation. A small, experienced highly skilled staff could easily handle the exceptions. A high percentage of Human Resource tasks can be done on line with quick results. This issues are cultural and attitudinal
- ◆ Human Resources need the systems and processes and training that will allow them to provide consistent quality services, including consistent advice within each Center and among the Centers
- ◆ Human Resources processes are generally inefficient. Driven not only by Center but also by Agency policy. Human Resources personnel tend to not be honest about what they're really doing when they request data. The individual HRRs try hard to do a good job
- ◆ Human Resources, like Legal, EEO, and other management entities, exist for the purpose of protecting management. An individual with a personality conflict or other concern about their management is not provided a sufficient avenue to address their concerns and expect a favorable feedback. Human Resources needs to work for the human beings employed by NASA and not be so tainted on the side of management
- ◆ I am not really a frequent user of HR services
- ◆ It sure seems that we engineers are doing more and more HR tasks ourselves. Everything from travel to timecards has fallen on our shoulders and frankly, I have less and less time to do my engineering work. It seems to be a ridiculous trade to pay NASA engineering salaries for clerical work. HR should pay a lot more attention to the burden they place on the working engineers and scientists of the agency and try to devise methods that relieve this burden. It may even require hiring more people (gasp!)

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ If one exists, I'd like to know where the NSSC website is
- ◆ Improve consultant support for writing and processing SES packages. Advice is poor and often wrong. Process can take many months, after selection
- ◆ Improve Orientation process
- ◆ Improve the bottle neck in 'staffing'
- ◆ Increased training budget. More efficient staffing procedures
- ◆ It seems like anyone with an 'HR' title is assigned to do any HR job. Why not have specialized people doing the job instead of generalist?
- ◆ It would be beneficial if it remains local and personnel staff is stabilized and consistent
- ◆ Keep people here at JSC locally - Don't take them all away to Huntsville
- ◆ Knowledge of military buy back of time
- ◆ Learn tact, know their place. They are not management and are not in control but serve in a support role
- ◆ Less turnover in personnel
- ◆ Local support, such as traveling to sites periodically
- ◆ Maintain accurate training records, especially for Agency-sponsored courses. Sometimes training records do not reflect courses taken that we part of NET or APPL

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ Make sure that the new HR folks learn from the efforts of your top performers. At KSC, XXX has been wonderful to work with. She has spoiled all of the Space Station Directorate with her work ethic, affability, and above all the results
- ◆ Make the system fair. Presently, promotions are given based on who you know and not on performance. Advanced degrees should be noticed and given credit for
- ◆ Mapping the human capital assessment into existing Budget area databases, with the addition of new fields instead of creating another database. The skills codes can be used for center assessment during budget exercises if combined with annual workforce assessments
- ◆ More consistent service and informed service
- ◆ More consistent services that cross the agency. Each Center performs processes differently and if the NSSC can assure consistency, that would be a great improvement
- ◆ More focus on serving individual employees ---not just managers
- ◆ More information about awards sent to everyone and they have it where a list of people that can get the NASA award for managers to pick from. More time from the call for awards till when they are due
- ◆ Most areas in the NASA HR are very good at their assigned areas but I'm not certain that OHR in general understands all of the various types of work performed by the people that they support
- ◆ Move promotion paper work through the system faster

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ NASA Human Resources personnel could improve their services and support with HR management working with them as a team; HR management that has moral work ethics, fair and equitable to their staff. HR management with skills necessary to work with the general Langley community. HR management that are truly vested in their positions for the right reasons versus in their position for personal reasons, therefore, decisions are made for the advancement of themselves versus decisions being made for the right reasons
- ◆ Need a consistently communicated and implemented recognition & awards program that is configured to address ALL accomplishments at KSC, not just those associated with shuttle or technical programs
- ◆ Need to inform personnel in situations (sick, no leave) the best method to that person advantage, not NASA, break the rules, that is what they are there for
- ◆ Never used
- ◆ Not all their customers follow the same business model. Services/support must be customized to provide support to each of the major customer groups
- ◆ Not be a thumb tack of management, I can not judge if HR will be an independent body in the future enforcing reality, equity, equal opportunity to all individuals through course of their careers including hiring and promotion
- ◆ Not used enough to make any suggestions
- ◆ Notification of change in automatic employment status prior to the status change or very close to the change date (i.e. not more that three days after the change takes place)

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ OK as is. Use a little more help and quicker response in bringing in on-site training
- ◆ Participate in staff meetings on a regular basis
- ◆ People come first. Socialization and free eats don't rank
- ◆ Provide access to financial management services onsite
- ◆ Provide easy access to my employees personnel data. Help collect data for awards and promotions. Proactively support me on awards and promotions ... positive personnel actions
- ◆ Provide information regarding intergovernmental CTAP
- ◆ Provide more information regarding training, career development and human resource capabilities. Also develop policies and procedures tying performance to awards and bonuses. At this time the process is arbitrary and not evenly applied across all centers
- ◆ Provide more support for the documentation of personnel actions... e.g., write PD's etc. I realize that this would be difficult given their workload
- ◆ Provide more user friendly links on the nasapeople page. Provide resources/guidance for Center HR offices that are easily accessible on the web. Publicize NASA specific guidance on the web (some are only found by hardcopy and are years old, so newer people do not even know they exist)
- ◆ Provide simple, real language explanations of regulations and put them in an easily accessible (and easy to find)
- ◆ Put in new management in the Human Resource Management Section

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ Quit playing games with the term/perm situation. Process in new hires in a reasonable amount of time, when you say you will, instead of stalling so long that another freeze goes into effect. Return phone calls. Stop making excuses, losing paperwork, and talk to each other instead of making outside parties awaiting services identify and fix your mistakes
- ◆ Receive more program related training, staff needs more support from their management, and utilize staff and the capabilities
- ◆ Recently they started having regular meeting with supervisors and managers. This has been very helpful and hopefully this extra added services will continue during these turbulent times
- ◆ Regarding the workforce, and based on HR decisions over the last ten years, my impression is that JSC HR is overly concerned with attracting the best people to NASA, and not concerned at all with retaining our best employees. In my mind, the latter is far more important; NASA's reputation will take care of the former. Two real examples that come to mind are HR's hiring entry-level people in at higher salaries than current employees with both more education and more experience, and denying early promotions to our top performers even though the directorate has requested such promotions. Such actions make my job of managing engineers much more difficult
- ◆ Represent the interests of the organization supported
- ◆ Retirement planning is a service that all civil servants need. We treat people who do this function like second class citizen and usually leave this position shortly after being trained. Individual seldom last long enough to become familiar with all the issues
- ◆ Seek input when changing appraisal system

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ Select the right person for the job. What they can do, not who they know
- ◆ Service levels seem to vary based on 'who you know and who they owe' Systems are created to meet OPM and other reporting needs rather than to make us more capable of being effective leaders. There is an assumption that we understand the interrelationships between these systems and that assumption is not accurate
- ◆ Speak in honest and friendly terms and do not mislead with generalizations
- ◆ Stabilize HR processes at the center and agency level. Many things (perf. appraisals, SF-52 system, etc.) have changed over the last year or two. We (HR and supervisors) need some time to exercise the systems to identify any high value changes
- ◆ Standardize and document processes and policies. There are too many unwritten policies and processes regarding hiring, promotions, competing for positions. Once the policies and processes are documented, stick with them. The processes are constantly changing and it is very frustrating not to be able to tell my employees straight and consistent answers to questions regarding hiring additional people, promoting people within my organization and competing positions
- ◆ Stop all support of affirmative action
- ◆ Stop holding back information like it is a secret. Then care about the people they are dealing with. Do not try to save a dollar for the Government by confusing/cheating the employee
- ◆ Support the people they provide services to and in a courteous manner
- ◆ Support/staff an office locally for complicated/detailed questions or actions

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ Take more time to understand employees needs
- ◆ Tell me how I can get something done, not why it won't work
- ◆ The Center I work at needs to figure out how to retain personnel. There's too much turnover in the human resource specialist position
- ◆ The HR direct reps do a credible job. There is not sufficient help/information available via the reps that work the benefits area, (retirement, health insurance, life insurance, etc.)
- ◆ The job application process automation has been frustrating for many of my associates. While I have not tried yet to use the newest system, I know that the word searches on the last system made it a guessing game on what key phrases were required, rather than just a write-up of your experience
- ◆ The NASA Travel Office needs improvement. There has to be a better system for reimbursing travel funds for personnel. The current system is too complicated and bureaucratic
- ◆ The need for a password for everything, personal information through the HR website, Webtads, IFMP (several needed here), etc. and the requirement to rotate passwords makes life pretty tough and results in me having a list on my computer of my passwords—which is the only way I can remember them all - but also obviously defeats the purpose of the whole thing. Can't we at least just have an unchanging password?
- ◆ The only thing I can think of is when I moved to California I had to go through Cendant Mobility and that just added another person to talk to. I still had to work with HR on most items. I would like to see Cendant Mobility go away and have our HR office handle everything, I know I would have gotten much better attention to selling my house

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ The PCS process is stressful and time-consuming. Having individuals in HR who understand this and are available to answer questions, follow-up on orders approval, address issues with the contracted relocation provider, etc; is critical but does not currently exist
- ◆ The PCS reimbursement could be explained a lot better. After talking to the HR office you expect to get certain things reimbursed, and then when the actual reimbursement comes back it's no where near what was anticipated....We are talking way different!
- ◆ The SK rep needs to understand USERRA
- ◆ The Training people do a good job, although they should expand their offerings to more subjects. The benefits people are really good at what they do, although some of those functions should be automated so that personnel can find out more info online, change beneficiaries online, do calcs on part-time pay and benefits online, etc. The HR people are scary when it comes to dealing with a person with special needs (not just disabilities) and have hurt employees in the past by their poor treatment of them
- ◆ There are a lot of rooms for improvements
- ◆ There is a plethora of knowledge/experience in the Human Resources organization; however, the skill mix is not strategically utilized to allow the organization to be more efficient
- ◆ They are handicapped by lack of access to latest information. Better systems for info retrieval, better access to key decisions and decision-makers, plus an overall enhancement of their appreciation for the real management intent (which would come about as a result of better info retrieval and better access)
- ◆ They can be more open, honest and supportive of the working level employees

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ They can begin by following OPM guidelines. For example, there are position/grade at KSC that were created based on the persons expertise/knowledge. This is wrong. Position should be based on OPM guidelines and person picked to fill the position
- ◆ They need to be more customer oriented and not already have preconceived ideas
- ◆ We are in WV and do not have a onsite HR rep. Although the GSFC HR reps visit on a regular basis and we know we can contact them anytime, it is simply not the same as having an HR rep onsite. I would suggest that an HR rep be placed onsite here at the IVV Facility
- ◆ Websites are constantly changing and getting harder, rather than easier, to get information. Seems like each time a new web-genie comes onboard we get a new system that's more complicated than the last. Worst offender is WebTads
- ◆ When no deadline is declared for a debriefing interview, do not cut off the debriefing interview session to employees
- ◆ When services are performed, include feedback to the employee whenever possible
- ◆ When transitioning from one center to the next it seems that there are disconnects and some data is not transitioned very effectively and or redundant effort. The One NASA principal seems to be lost at times, granted there is a lot of change at this time
- ◆ Why can't you go to one place to get Beneficiary forms for everything that you need. Either download or on-line. It took me a very long time to find out who I needed to talk to to get the forms and even then it was not all of the forms

Customer Verbatims (Cont'd)

Tell us how NASA Human Resources personnel can improve their services and support.

Miscellaneous (Cont'd)

- ◆ With all of the demands placed on HR for the various initiatives that they are tasked to work on, it is very hard for them to get to the meat of what HR is all about and to be quite honest, people who work in HR love working with and helping people but due to the demands they are not able to always accommodate every request given to them
- ◆ HR personnel are masters of knowing this already but I will stay say. Formulate a plan to foster acceptance to the constant changes that occur in the work place

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments

- ◆ Across the Agency, they do a great job given the many competing issues and concerns and activities they must balance
- ◆ All of my dealings with them have been hassle-free so I am satisfied with their service
- ◆ XX is my Human Resource manager- I want to say she has give us brief on our personnel records updates... and she has personally help me review my records.... Our employees need people like her to assist in our well being. Wonderful to take part and work in the most unique Planet...
- ◆ As an HR specialist, my level of satisfaction with HR is very good. From working with the other specialists and assistants, it appears that most everyone provides very good service to their supporting organizations
- ◆ As with most employees I don't have that much contact with the HR department. When I've had reason to contact them, they have always proved to be well informed, prompt, and courteous
- ◆ Assistance are very helpful and always eager to help, HR Management and Specialist feel they are overworked and do not have time for anything
- ◆ At JSC my satisfaction is high
- ◆ XX provides superior services at all times. She is exemplary in her work ethic and customer service
- ◆ Center Human Resource Offices work hard to assure their customers are satisfied and continue to improve their services, as needed

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ Currently satisfied, however I know there is room for improvement. That's what the Shared Services Center is to do, take best practices, and improve on the weaker, inconsistent practices
- ◆ XX, who recently led the SSC HR Office as its leader, did an outstanding job in restoring professionalism and trust and a high level of customer service. She had much to repair when she took over
- ◆ Everything I needed was supplied to me in a timely fashion
- ◆ Excellent
- ◆ Excellent
- ◆ Excluding the above concerns with NASA HR, I think they are doing a good job. They did an excellent job on communicating the last few major reorganizations
- ◆ Fine
- ◆ Generally good. I do not interface directly with HR personnel much, I get most of what I need from the website and printed materials
- ◆ Generally satisfied with a few exceptions
- ◆ Generally satisfied with the services, with some staff providing outstanding service. HR Director and staff need to work on relationship with EEO staff and with some Directors and other managers with whom they obviously do not work well or respect
- ◆ Generally satisfied, but I am a senior person who gets quick service

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ Generally satisfied. No specific issues
- ◆ Goddard human resources personnel are extremely helpful and knowledgeable.
- ◆ Good
- ◆ Good people, perhaps understaffed. Need to provide status of customer's actions
- ◆ Good to Okay !
- ◆ GSFC has an excellent OHR organization, very customer focused and tries very hard to deliver on what is asked for
- ◆ Highly satisfied
- ◆ HR employees do a very good job, but they are overworked
- ◆ HR meets and exceeds my satisfaction and I hope it continues into the future
- ◆ HR staff are extremely efficient and courteous during all of my interaction with them
- ◆ I am currently satisfied
- ◆ I am very pleased with the services NASA Human Resources provided
- ◆ I am extremely impressed with the detail of information retained by HR personnel
- ◆ I am extremely satisfied with NASA Human Resources

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ I am generally satisfied with the services performed by my Center's HR services
- ◆ I am greatly satisfied with NASA HR
- ◆ I am otherwise very happy with the service provided thus far with my career. I felt that I was treated very well and with respect during my recent RIF and transfer
- ◆ I am satisfied to high level with the services they provide
- ◆ I am satisfied with the level of service I receive
- ◆ I am satisfied with the service I receive from Human Resources staff. Staff people are always courteous and willing to help. I believe they have an attitude of teamwork with the Center
- ◆ I am satisfied with the services of NASA Human Resources. The personnel provide prompt service and provide personalized attention with care and concern
- ◆ I am very happy with the services I receive from NASA Human Resources
- ◆ I am very pleased with the level of support and guidance they provide to me as a supervisor
- ◆ I am very satisfied
- ◆ I am very satisfied with our retirement benefits person. This individual promotes trust, confidence, accuracy and completeness in services request
- ◆ I am very satisfied with the NASA Human Resources services here at JSC. The HR personnel are very helpful and courteous. They are very informative and are very responsive to all my needs

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ I am very satisfied
- ◆ I am very satisfied. They keep me informed
- ◆ I am very satisfied with NASA Human Resources Services I'll give them a 10 for their outstanding services
- ◆ I don't have much need, but whenever I do have an issue or problem, I have had satisfactory results
- ◆ I fairly satisfied
- ◆ I have always gotten the assistance I requested
- ◆ I have attended two seminars on retirement that I have been pleased with. HR has done nothing else for me
- ◆ I have been very pleased with the service they provide
- ◆ I have been very satisfied with our HR
- ◆ I have had a couple of HR people on my teams and they are always knowledgeable and helpful. I have the utmost respect for the ones I come in contact with and have gotten to know over the years. Dealing with personnel is a tough job
- ◆ I have had limited interaction with human resources but the experiences I have had have been positive
- ◆ I have never had any problems with NASA Human Resources. All questions I have asked were able to be answered on the spot

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ I have received excellent service from HR
- ◆ I am satisfied when I have used the services
- ◆ I'm satisfied
- ◆ I'm satisfied with the effort put out and the good intentions of the individual HRRs
- ◆ I'm satisfied with the service offered by HR, but feel they could be more proactive in describing the services they provide
- ◆ I'm satisfied. I have no complaints
- ◆ I'm totally satisfied with my online experiences with the applicable websites relating to Human Resources
- ◆ I'm very satisfied with the services of the Human Resources services
- ◆ I'm very satisfied with the personal service I receive. The HR representative for my Branch knows all of my Branch members and their individual cases. They are helpful, knowledgeable, and timely in their response to my needs
- ◆ In general, I'm satisfied
- ◆ Langley Research Center HR services provided by HR assistants and HR specialists are the best they can possibly be with the current work environment, workload, and upper management decision-making abilities

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ My experience with NASA HR has been very positive. I have received outstanding personal attention to the issues that I have presented to my HR representatives
- ◆ My level of satisfaction is great
- ◆ NASA HR does a good job, but some of the rules are hard to understand and there are so many questions and sometimes it takes a while to get direct answers. Additional flexibility to working individual issues would be good
- ◆ NASA Human Resources provides me with a high level of satisfaction
- ◆ XX is superb. She knows her job, communicates well, and follows up
- ◆ No problems
- ◆ OK
- ◆ OK
- ◆ Once I get help, they are excellent
- ◆ Operations at JSC are stellar. Everyone in HR knows his/her work quite well and partners with customers and driving satisfaction UP are number one priorities
- ◆ Overall - satisfied
- ◆ Overall HR does a fair to satisfactory job with the personnel available

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ Overall HR services are very good
- ◆ Overall service is average to good
- ◆ Overall the level of satisfaction is good
- ◆ Overall the service has been courteous and provide accurate information. Provides discussion to be sure I understand the regulations clearly to communicate to employees and management
- ◆ Overall the service today is good
- ◆ Overall, I am satisfied with the services in which I have received this year
- ◆ Overall, I am very pleased with the services provided
- ◆ Overall, I feel that we have a great human resources organization that is sympathetic to the customers needs, and will do (within the boundaries of the law) whatever can be done to ensure satisfaction
- ◆ Overall, quite satisfied
- ◆ Overall, they do a very good job
- ◆ Payroll and insurance office have done an excellent job
- ◆ Pre-retirement support has been very good so far
- ◆ Recently I had a PCS move and NASA HR was incredibly helpful with that process, they were prompt, knowledgeable, and courteous. I was very satisfied with that process

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ Satisfied
- ◆ Satisfied
- ◆ Satisfied
- ◆ Satisfied
- ◆ satisfied
- ◆ Satisfied
- ◆ Services are good
- ◆ Services have always been satisfactory and in a timely manner.
- ◆ So far so good
- ◆ Strongly satisfied of HR's excellent Customer Service and cheerful attitudes
- ◆ Support is considered excellent. However, more info and HR understanding could be achieved if the HR managers get out to the field and hold meetings with supported personnel. This should be done at least once per year
- ◆ Support with problems related to personnel issues has been exceptional
- ◆ The services have been nothing but the very best. The Human Resources personnel are always there to assist you with any problem at any time and go far beyond what you might expect. They are great

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ The services provided here are overall great! The only improvement suggestion I have is listed in #7
- ◆ The support has always been excellent
- ◆ There have been major improvements during the last year or so with on line forms and better communication of information about how to fill things out etc. This really has made things easier
- ◆ they are available when I need them
- ◆ They are definitely improving from what they were a year ago
- ◆ They are fine
- ◆ They've come a VERY long way in the past year or two. XX, XX, XX, XX, and XX are great -- just to name a few...
- ◆ Uniformly exceptional level of performance
- ◆ very dedicated, knowledgeable, skilled and hard working individuals. They are dedicated to providing the best customer service possible
- ◆ Very Satisfied
- ◆ Very satisfied
- ◆ Very satisfied
- ◆ Very satisfied

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Positive Comments (Cont'd)

- ◆ Very satisfied for current level of HRO services given staffing limitations
- ◆ Very satisfied overall and amazed how much so few personnel can provide
- ◆ Very satisfied with OHCM; feel HR Operations needs continued improvement
- ◆ Very satisfied
- ◆ Very satisfied
- ◆ Whenever I have had the need to stop in and work in person with our HR folks, it has been very beneficial both to my understanding and to 'getting the job done'

Mixed Support/Staff Quality

- ◆ About 50/50 satisfaction. There are many that are wonderful and still some that do not provide the resources desired
- ◆ Acceptable but not excellent services and processes
- ◆ All HR representatives are not equal and don't provide the same level of service and instill confidence
- ◆ Average
- ◆ Basically I am satisfied. They change our representative too often

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ Basically, I am satisfied with the services of HR. However, in some areas there is a need for better cooperation and quicker turnaround on responses to questions and completing actions in a timely manner and following through to ensure that actions have been taken involving the employees personnel actions
- ◆ Day to day service is satisfactory. However the service provided when working out of the norm issues is slow and patchy
- ◆ For the most part satisfied
- ◆ Generally HR provides high quality services. Their work load at times does not permit as timely a response as desired
- ◆ Great retirement support! Other areas are spotty
- ◆ High with some employees, extremely low with others
- ◆ HR services are definitely adequate, but I always come away from interactions with HR thinking it could've been better either in customer service or that whatever issue it was shouldn't have come up in the first place. Services need to be simpler
- ◆ Human resources as an organization seem to be in tact. It seems that there are HRO reps that are in need of further training
- ◆ Human resources services are adequate. The issues are more who are provided them

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ I am fairly well satisfied. Although I have never had any major problems I have never had any outstanding experiences as well. I am not confident that if I had an HR related question it would be able to be answered
- ◆ I am generally satisfied with the DFRC HR services. However, it is becoming evident that the HR staff size is getting too small to handle all of the demands on them. There are occasionally delays and lost paperwork
- ◆ I am neither satisfied or dissatisfied
- ◆ I find the support given to current employees very good and the people helpful. This part is working well. As mentioned above, the handling of recruitment is horrible
- ◆ I have neutral comments mostly because of the lack of communication during a PCS. When a HR person is sick or on vacation someone needs to pick up the ball and run with it
- ◆ If they were quicker in completing personnel actions I would be extremely satisfied with them, but long lead time in completing actions make me somewhat unsatisfied. It is very hard to explain to someone that there transfer or promotion is hung up in OHR
- ◆ Improving, but still a ways to go
- ◆ In general I am satisfied with the job that HR performs here at GRC. However, there are several individuals within HR that do not perform to the same standards that other perform, and I have unfortunately have had to deal with them and it has been an unpleasant experience

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ I've had good and bad experiences with HR. For routine things (like questions about health benefits, changes to benefits & payroll/leave accounting) they have been prompt and accurate. I have been very satisfied with these responses. However, the classification and RIF handling has been very poorly communicated and badly handled
- ◆ Marginally satisfied
- ◆ My dissatisfaction with the bureaucracy of the system does not extend to GSFC HR folks, who have been helpful. Having everything go through JSC was a challenge until I called there directly with my questions. Having HR personnel at the centers serve as middlemen to a shared services group performing the work is a BAD idea
- ◆ My level of satisfaction does not really lean one way or the other. I have run into HR people that forget that they are there to help us. However, I have managed to find HR people that do have the answers to my questions and are available and willing to help me
- ◆ Not bad, but could be better
- ◆ Of all of the services, I have been involved in training the most. As noted both above and below, there are challenges there. There are people with whom I have dealt for years who are eager to help you and yet are still interested in you as a person. Others forget to notify you in a timely manner
- ◆ On a scale of 1-5 where 5 is best, 3.5-4. I have had limited interaction with HR since rejoining the Agency, and have had satisfactory experience overall, with 1 or 2 bad experiences and 1 or 2 very good experiences

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ On simple routine things they are helpful and, for the most part, timely. If you have a unique situation that places you at odds with management and you request an explanation, they are slow and hope you give up and go away
- ◆ Our specific HR representative is very good. The person understands our requirements and need dates. Once those requirements go from our HR rep into the 'HR processes' things get lost, delayed, and are not followed through in a timely, consistent manner. Promotions take forever and require different justifications, references, etc every round of promotions. Hiring processes are cumbersome and are constantly changing which not only affects those of us trying to hire folks but also is discouraging to job applicants. We continue to change ratings and processes for employee performance reviews—this is time consuming for supervisors to change plans to meet new formats. We need to pick a process and stick with it. The most important part of the evaluation is sitting down and talking with the employee about his/her performance—the document and rating system should not be such a big deal. Pick one and stick with it—we can spend our time much more productively talking with the employees than redoing the plans in the new formats. HR should not be mysterious—it should be straightforward, well documented, consistent and responsive. It is far from that today
- ◆ Overall I guess I'm satisfied with the exception of delivering timely service
- ◆ Overall I have been satisfied with the Human Resources services. However, when I transferred to LaRC I was surprised at the lack of information that I was given regarding the relocation process. The letter that I received had incorrect websites and I had to locate the information myself
- ◆ Overall is ok
- ◆ Overall not bad

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ Overall ok but sometimes can be a road block rather than a help
- ◆ Overall pretty ambivalent. Some bad experiences with a PCS. Some good experiences with getting awards for my team members
- ◆ Overall satisfied, other than some errors that should have been easily picked up and the fact that not all the personnel return calls or answer their phones
- ◆ Overall, satisfied. However, there are a lot of processes that are still paper driven and manual intensive. Filling out forms on an annual basis, starting from scratch when nothing has changed is not a good use of people's times
- ◆ Overall, very satisfied except for off-site training requests
- ◆ Personnel are friendly and nice (for the most part), but there seems to be minimal concern for getting things done in a timely matter. Also, they thrive more on telling you why things can't be done (hide behind law and policy), rather than looking for solutions that meet your needs and still abide by the laws and policies
- ◆ Previous Field Center HR service were excellent. The HQ staff is less than satisfactory
- ◆ Satisfied with my overall experiences, however, there have been instances where I've experienced different information from HR personnel and inconsistent methods of processing paperwork from Center to Center
- ◆ Satisfied, despite errors in information conveyed and slow speed at which the errors were corrected

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ Service providers have always been courteous and well-meaning. There has been occasions when service was inefficient (not timely) or fell through the crack. Some inefficiency was due to lack of adequate automation, such as provision of specific training data and applicant demographics
- ◆ Services are sporadic; depends on who you get to help you; sometimes you are made to feel like you aren't important
- ◆ Services mostly helpful and courteous but sometimes I am not able to have my questions answered
- ◆ Significant variability shows up between individual interactions. Large variations in response time and occasionally conflicting responses are provided. Shows lack of consistency and clarity in processes and information
- ◆ Some areas are very good, others are not. Overall, they balance out. I can live with it
- ◆ Some services are good while others leave lots to be desired
- ◆ Somewhat satisfied
- ◆ The individuals who work in Human Resources are pleasant and often knowledgeable but the processes are still perceived as inconsistent and suspect. Perceptions of favoritism and inequities between organizations abound—to an extent larger than would/should be expected
- ◆ The training office seems to be more responsive then other parts of the organization

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ There appears to be a large differential in competence between human resources personnel at the centers and those at HQ. The center personnel appear to know their area of expertise well and provide excellent service. However, HQ personnel that interact with customers do not seem knowledgeable about their areas of expertise and are not provided with the ability to actually make decisions regarding issues raised during said interaction. From an outside perspective, it appears that NASA HQ human resources is set up so that the people actually making decisions and truly providing services are not those that interact directly with customers. This is not only inefficient, but also extremely frustrating for customers
- ◆ There are no problems with the HR person at Wallops. In previous experiences, when working with Greenbelt, HR was hard to get in touch with and did not respond to phone messages promptly. Did not feel like we were high on their priority list
- ◆ There are some individuals in HR that are dedicated, hard-working and well-informed. I have found you have to seek out these individuals to actually get things done. There is not a consistent level of quality among HR personnel
- ◆ They are fair
- ◆ Typically I deal with personnel I have known for a long time, worked with before, and have built a 'relationship' with for getting answers to questions, concerns, problems, etc.; on the occasions where I have dealt with a 'new' (or 'unknown') HR services person, it takes much longer and is somewhat more 'difficult' to obtain answers, solutions, or information. Maybe it's a 'training thing' where the 'new' folks aren't as familiar with the NASA 'situations' as those who have been 'around awhile'

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Mixed Support/Staff Quality (Cont'd)

- ◆ When I do deal with them on personnel matters, I am generally satisfied. I have however been involved in filling vacancies where the names that got on the certs were incorrect, which caused problems
- ◆ When I worked at a Center, the HR support I received was excellent. the Headquarters Human Resource personnel are the worst I've ever worked with. It would be nice if HR could just answer basic questions, return phone calls, and respond courteously and actually help with personnel actions. I try not to have to work with HR if at all possible
- ◆ While they have made significant improvements, there is still more to be done
- ◆ With the exception of carelessness in handling processes that REQUIRE absolute accuracy of personnel information (e.g., spelling), I have a high level of satisfaction with the services currently provided by Human Resources personnel
- ◆ Working staff is very competent and am very satisfied, however, management does not communicate well to working staff, change decisions too frequently, give in to pressure from same level managers, and therefore no consistency and no set of 'rules' to go by

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ Disappointed in Resumex. There is a loop hole
- ◆ Disappointed with timeframe on human resource actions and lack of information on actions in human resources area. Not satisfied with NASA STAR system for promotion and hiring
- ◆ Disappointing experiences with computation of leave, retirement and Thrift Savings contributions
- ◆ Dissatisfied with the strategic and operational performance
- ◆ Dissatisfied with overall service due to OHR management/leadership perspectives regarding work-force. OHR management has experienced a high-level of turnover with an influx of new managers with DOD/OPM backgrounds. Their efforts to impose their DOD/OPM background on the Center has created a situation/perspective that their primary focus is to reduce the Center workforce's grade level rather than be responsive to the human resource needs identified by managers from other organizations
- ◆ Dissatisfied with OHCM at NASA LARC. Poor leadership, inept staff, didn't do their jobs over the last ten years and now they are paying for it with 2200 PDs to rewrite
- ◆ Dissatisfied with the timeliness and accuracy of the staffing function. Dissatisfied with discretionary bureaucracy in the classification area. Satisfied with other functional areas
- ◆ Dissatisfied
- ◆ Don't know about other center, but KSC Human Resource did not follow through
- ◆ Human Resources is terribly slow about processing requests. They have become a bottle neck to efficient operations at the center. This may be a result of over cutting the staff

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ I am a recent hire and it was hard for me to use the website to print out all of the documents to bring on the first day of work. Also, I was not satisfied with the quality of my relocation experience
- ◆ I am in the KUSP and I have found that the NASA Civil Servants I work with are the best! I have found that the service I have received from All Points has not always been the best. Often I am left to feel like I was treated as if I were a child in trouble with them! I thought they were the contractors to NASA and should consider us customers as opposed to problem children
- ◆ I am not very satisfied with our current human resource services. It takes a very long time to get things done, and at times it's hard to get in contact with my human resources representative because I'm not always sure who it is. Their assignments change frequently and we aren't notified when the changes are made
- ◆ I am very disappointed with the action of the personnel specialist. The use of PDM for writing position descriptions seems to have dummed down the whole process i.e. if the PDM recognizes the grade controlling words the rest of the paragraph can be total rubbish and the PD will fly. My most recent experience was the HR representatives seem to have a separate agenda than the managers working a major personnel issue. Conflicting information was provided to everyone and employees knew of actions before the managers involved
- ◆ I am very dissatisfied with NASA Human Resources services. I have found myself unregistered for nearly every external training that I have been to, despite assurances from HR that my registration was complete weeks in advance, as I stated above, my personnel actions have been improperly processed for months. When I came to NASA as a new employee, it took months to get my PCS straight. I love NASA, but avoid Human Resources at all costs

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ I am very dissatisfied with NASA HR services because I have repeatedly contacted the HR office at our center and I have not received a reply back in over 2 months. This is not a problem with just one representative I have contacted 3 different HR representatives and none of them even as much replied to say they are trying to find the answer to my questions. Every time I need something completed for HR I complete it well in advance because I know how slow and unreliable the HR services are at our center. The HR services are not proactive in aiding their customers and are in general not customer service oriented. I do not know all of the services that HR provides because they were never relayed, however if I did know, I would still hesitate in taking advantage of them due to the poor response I have received in the past
- ◆ I am very dissatisfied with the level of communication and response time and the lack of tack the has been exhibited from some but not all of HR's staff
- ◆ I can't say I'm very satisfied with the services and mostly, the office is understaffed, therefore, response to your needs is a little slow
- ◆ I have had interaction with 2 different centers human resources department, I don't think either of them were courteous and addressed my needs and concerns. I would rate both as very poor
- ◆ I have lost a number of excellent hires because of delays in processing actions. PCS is difficult - HR needs to be more proactive in reaching out to employees undergoing the stress of PCS. Most Centers have lost PCS expertise and there's this huge gap between the job offer and when JSC PCS kicks in - people need access to PCS expertise as soon as they accept the offer to relocate
- ◆ I recall I called to inquire about teleworking and I was told by the individual she didn't do that anymore and had no idea who did. She made me feel as if I was asking for information I had no entitlement to

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ I responded with low marks, due to the failure of feedbacks. When asking for additional help the personnel were afraid to step on their co-workers responsibilities. I believe 80% of the times people were whispering to me as if they were afraid to get caught helping me out with additional information
- ◆ I shouldn't have to word-smith every job announcement because an HR specialist doesn't understand the technical position
- ◆ I was not able to transfer to JSC due to incompetence in their personnel department. It took two months just to provide relocation paperwork. The contractor, Cendant, was impossible to work with. As a result, I was not able to complete the necessary paperwork before the window for the transfer closed
- ◆ I'm not satisfied because the HQ HR Office provides slower services that I have previously experienced, doesn't keep one apprised of the status of work, doesn't notify clients in a timely matter of issues, and doesn't do complete staff work
- ◆ I'm Satisfied with most of the services that I use with the exception of the legal office who refuse to push for the maximum on disciplinary issues
- ◆ In requesting information about work schedules, in four consecutive instances I was provided incorrect or out-of-date information
- ◆ It stinks. I have never had the misfortune to deal with as surly and incompetent a group of people in my career. They have forced their customers to do nearly all of their work and then they still can't be bothered to do the last 1% to complete the action. The few competent people they somehow manage to hire they drive out within a few months

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ It has been my observation that HR was very much unprepared to deal with the recent RIF situation, and the exercise was handled poorly so that it had to be re-executed in part. There is a general lack of trust in the way such situations are handled, job descriptions are a mess, and there is certainly an overall feeling that HR has a poor understanding of the real responsibilities and qualifications of Center employees, especially when a RIF occurs. In addition, the performance appraisal system, competitive promotion, and awards programs are typically and rightfully the butt of jokes. The rich get richer, and rules appear to be circumvented so that managers can hire who they want and reward who they like
- ◆ It takes HR way too long to effectuate any number of actions, i.e. recruitment, hiring or personnel actions
- ◆ Its good the website is there, because without it I'd only be getting info from colleagues. Of course it would be nice if the website had complete, accurate information
- ◆ Most of the time I'm am not satisfied
- ◆ Most of the time they are not familiar with the essentials
- ◆ My experiences at NASA HQ have been pretty bad
- ◆ My level of satisfaction with NASA Human Resources is very low. They are a joke and employees are basically on their own to navigate through the 'system'
- ◆ My perception of the HR people in general is affected by their very poor treatment of me during a very difficult time in my life and their lack of support and caring. I have heard the same from others as well
- ◆ My satisfaction with HR has slipped. The errors made during a RIF were significant

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ My personnel action was set aside for 3 pay periods as my Admin person was distracted by socializing & PA smoozing. HR/admin & support folks seem to know where all the freebies are and their priorities are to be there vs. doing their job. Their attendance is not a brief visit either, it's for an early start and grazing & mooing until the cows come home!
- ◆ NASA Human Resources is generally staffed with incompetents
- ◆ NASA spends way too much funds on OHR, and gets very little in return. This is not to say that OHR doesn't try, I think they do. See #7
- ◆ Never can reach a HR person...slow or non-exist call back
- ◆ No way I can express my dissatisfaction in this space! HR has screwed up everything of mine it has (mis)handled. It would take hours! Extreme delays in hiring. Bad information. 15 months to get my employment info correct (TSP eligibility, SCD, retirement eligibility dates, Government matches to TSP, rate of leave accrued). And that's just my hiring!
- ◆ Not high
- ◆ On a scale from 1 to 5, I rank NASA Human Resources #2
- ◆ On a scale of 1 to 10 they rate a 2. The staff comes over to do a interview for a promotion and they do not have your paperwork with them. I had to give them a copy of my of the paperwork that I filled out for my last promotion. WHY?
- ◆ Our primary point of contact, through whom all queries and problems must be funneled, is not competent

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ Our human resources office is unsatisfactory at best. I believe this is due to chronic understaffing of qualified human resources personnel, attrition of good personnel, and overwork. My own observation is that our human resources personnel spend less than half of their work week in the office because they are in meetings or on travel. Common sense tells you that it is hard to provide a service when you are not in the office. I'm willing to bet that if you look at the number of hours our human resources personnel spend in the office each year, and compare that with the number of hours they've spent out of the office (i.e., in meetings, on recruiting travel, on outreach programs, etc) that you'll be astounded
- ◆ Over the past several years there has been gaps where no PMNS was assigned to our org (or at least no one knew who was assigned) and I did not know where to get assistance
- ◆ Poor help during rif crisis
- ◆ Services are slow and non-responsive
- ◆ Should issue arise, it is better to consult varied resources than totally depend on HR
- ◆ Something is really broken
- ◆ Sub-par service. The worst HR service I have ever had after working in multiple agencies for more than 25 years
- ◆ The few times I have worked with them have been very bad experiences
- ◆ The HR people do not have enough integrity or authority to be effective in providing service to employees

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Negative Comments (Cont'd)

- ◆ The overall opinion, within my work group, of personnel is that they are unapproachable, not available, provide incorrect data, and either overgrade a position or undergrade a position. If the overgrade happens it is because management wants it, not because OPM guidelines support it. If undergrading occurs its because they are preventing grade creep regardless if OPM guidelines support it. Basically, the opinion is that personnel is broke and that many of it's folks should retire
- ◆ The services over the past 7 years have been abysmal; commitments not met; guidance incorrect; unavailable to support mission needs; rude & biased in support
- ◆ There is NO satisfaction!
- ◆ Too often, I have no idea where to turn to for assistance. When I had a sick new-hire to deal with just before a major holiday, I was unable to contact anyone in HR regarding possible leave options e.g. Also, it took several months for me to collect a technical symposium registration fee which I had been told to pay out of my own pocket
- ◆ Unsatisfied, at best
- ◆ Very poor satisfaction due to lack of contact, unavailability, and inability to listen - more concerned with telling us what they cannot do
- ◆ We always are rushed by HR to provide them with the inputs they need on actions/activities, but once HR has them it seems like the information went into a black hole
- ◆ While not in my immediate area, in our office it has taken a remarkable amount of time to fill some positions specifically because of HR actions

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Customer Focus

- ◆ A senior manager here said it best... 'they've succeeded in taking the Human out of Human Resources'
- ◆ Customer service oriented but at times, timely responses are not always forthcoming
- ◆ Everyone I have dealt with has been very friendly and helpful. They quickly corrected their mistake, which I am very thankful for. They seem easy to talk to, also
- ◆ Generally, HR does a ok. However, most have a rather poor 'bedside manner'. There is little empathy for either supervisor or employee issues. There is a general feeling that you are not getting the whole story. Transactional service, while sometimes slow, is effectively carried out
- ◆ Have separate phone and voice mail for the personnel and the service they render. That is, have a HR services line which can direct calls and can take messages—which will then be responded to. When their personal voice mail overflows, there is no where else to go
- ◆ HR services are not customer oriented and they work more to set up road blocks to meet your requirements than working to find options if necessary to help you meet your HR needs
- ◆ I appreciate their helpful attitude
- ◆ I can never get a live person on the phone
- ◆ I can talk face to face with someone if I feel the need. I do not like the idea of not having that option. Also, when I call I would like to talk to a person not sort through a automated menu of options. As a customer, I feel that is most important

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Customer Focus (Cont'd)

- ◆ I find HR to be very, very customer-oriented. If the person you are talking to cannot help you they will refer you to the person who can. They are very prompt in issuing clear e-mails regarding services available or changes in law affecting employees
- ◆ I have experienced problems of not receiving good customer services like receiving courtesy while demonstrating genuine concern. Therefore, as an NASA employee, I am dissatisfied with HR's customer service
- ◆ If a topic is not covered on their web information (which is limited and often dated)—it is a little frustrating trying to reach people and get a question answered—especially if you have a more unique question. There is a lot of reliance on individual responses and if the person you need is not there - you must wait for a response
- ◆ If they would answer the phone and not get an attitude when you asked them a question would be nice. When they don't know, I feel they should tell me the person that does know and I would approach that person but usually you can't get any answer
- ◆ Improvement needed—HR should be absolutely customer focused
- ◆ Level of satisfaction is good. Don't appear to go out of their way to help. Easier to pass it on to someone else
- ◆ Not too good—when I have recently made calls about important issues, either no one answers the phone or I get connected to another office or they just simply say 'I don't know about that'
- ◆ Only provide help if in their own area - does not go out of their way

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Customer Focus (Cont'd)

- ◆ Personnel are helpful when called upon. They are also courteous
- ◆ Presently the services provided by our office are excellent; very customer focused, friendly, and the providers of the service desire to exceed expectations
- ◆ That atmosphere is that of caring among those that have worked in the office longest. Newer people hired are not approachable or bendable when it comes to customer service
- ◆ The people with the life insurance policy's office have help numerous times with a friendly and courteous attitude
- ◆ They have always been very courteous and helpful
- ◆ When I had a payroll issue, I called and they told me I have to call someone not on the center. I thought I needed to sit face to face to explain, but that did not happen. I finally got the issue resolved, but I would rather have the opportunity to actually see a person

Use of Services

- ◆ Good when I have had to deal with them, but I really haven't
- ◆ I guess I am satisfied with their service?? Honestly, I have no idea they are there most of the time so I have no idea if they are doing well by me or not
- ◆ I have not had a need to use NASA human resources services except during my initial recruitment/hiring process. My level of satisfaction for the relocation assistance I received during that is very low, as I was not contacted by the moving company until a month or two after I started work

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Use of Services (Cont'd)

- ◆ I have worked for NASA for over a year and my only involvement with HR was on the day I hired in. I'm sure they offer services, but there is not an easily navigable place to go and find out what those services are
- ◆ I rarely use HR, because of that, I really don't know who to call or where to start looking for information related to HR. It is spread throughout Federal websites, HQ websites, KSC websites, etc., so it takes a long time to figure out the information I need to know
- ◆ I've had only limited interactions
- ◆ Limited interaction to date, so cannot offer constructive comments
- ◆ Never used
- ◆ Not used enough to make comment
- ◆ OK from my very limited experience
- ◆ Overall I am satisfied with NASA HR services. I rarely need to speak to an HR rep since I can use the online services to meet most of my needs
- ◆ Really just don't find the need to use them

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Management Support vs. Individuals

- ◆ As a third party to ongoing things regarding Human Resources, I am disappointed in the weak manner in which they support individual personnel
- ◆ At JSC, very satisfied. At Langley Research Center, HRS admitted their job was to 'keep management out of trouble' at the expense of employees
- ◆ I am not pleased with the level of HRR to employee contact
- ◆ I think that our HR Dept. has been viewed as working against employees and NASA's mission. They promote their own before the core employees are promoted, their grades are higher than the engineers that are doing the technical work of NASA. Also I think that most of the products they produce are for HQ and does little to help Stennis Test or further NASA's goal of returning to the moon
- ◆ NASA Human Resources appear to work for the Directorate level only. They do not appear to work with Division Chiefs or lower
- ◆ Their focus right now is on the degreed, or professional people. No one cares any more about admin. or technical people, and there is no career path for those individuals. HR does not seem to know that we are still in the system. Even if nothing will be offered (in the way of advancement/career path) don't treat us as if we no longer are on the team
- ◆ They are management-oriented meaning they are here to counsel and assist management, not the grunt workers

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Miscellaneous

- ◆ All government services are web based. If you cannot find the service or answer on a web site there is never a person to contact or a way to submit a question. All services are self-serve, the employee must become the expert in all areas
- ◆ Could not tell me requirements that lead to advancement. Gave me the impression that it still is a good old bay network
- ◆ For employees that wish to transfer to other NASA Centers—the NASA HR offices just really need to work TOGETHER to resolve employee/personnel issues, rather than always wanting to leave those issues in the 'other guy's court'. It should not have to take 5, 6, or even 10 years for a NASA employee to transfer to another NASA Center. There needs to be a better, faster, easier way for this to happen
- ◆ Get more staff so that HR can provide better, more timely services. Also, HR can start answering the telephone. Nine times out of ten, you get voicemail when you call HR personnel
- ◆ HR could provide much better support if Center management would bring them in early when major decision the impact employees are being developed
- ◆ HR has their own agenda; and it's not the organization's
- ◆ HR management is not open with employees. The management philosophy is to minimize information to minimize employee and union complaints. In my opinion, this is not a good practice because the more employees know, the more likely they will understand, cooperate and accept the decisions
- ◆ Human Resources should be a mediator between employees and management and not a tool managers use when they are over their heads

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Miscellaneous (Cont'd)

- ◆ I am not satisfied because there are too many SESs and no hope for admin persons. Also, I still see more whites in higher grades than blacks and the many blacks I know degrees
- ◆ I feel I have no rights or recourse for the injustice I have gone through during the bench audit process
- ◆ I got an award from our Center Director not long ago. No date on the award and I still don't know why I got it. Our MSA just handed it to me
- ◆ I should not have been blindsided by CPM 2005-10. I should also not have been the first one to know how it shafted me
- ◆ In general, NASA HR is functioning in satisfactory manner but with one major flaw that include not properly marshalling hiring, salary offering, promotion and career development of gov. employees. The major flaw is stated hereinafter. Having academics, management and industrial experience, I believe one of most important function of HR in any smooth running org. is to project transparency by trying to offer salary that really commensurate with education and experience that are of substance not of form. Judging from past experience, most NASA job descriptions are filled with lofty buzzwords that are aimed to satisfy and create procedural check marks of forms, but not of substance in order to hire or promote one that management favors. One may say these kind of behavior happens in every org. However, I would like make the point that there is a difference between norms and abbreviation from the norms. As a results, genuine efforts of one working hard in order to satisfy substantive requirements can be diluted and does not measure up to those lofty manufactured buzzwords aimed to hire or promote someone based on form. Of course, all of those do not happen in a vacuum. Often decision are being made to fix the end(s) and manipulate the means that can include smoothing the road, creating a public podium, spending and wasting lots money for unnecessary travels, and forum shopping in order to promote desired individuals to various positions

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Miscellaneous (Cont'd)

- ◆ Make certain that transferred or new employees do not have problems with pay, leave, and benefits
- ◆ Many of the transactional processes have now been turned over to contractors. There are some contractor personnel who I feel have not received the proper training in the functions they perform. There is a tremendous turnover which concerns me as to whether or not they are able to keep abreast of current policies and regulatory requirements. There are times you don't feel comfortable as to what they are telling you
- ◆ Need to provide career planning for personnel. Some supervisors make it a priority to help their employees but not all. Also, some supervisors have limited knowledge and experience working with HR and knowing the information to help support their employees
- ◆ Needs improvement in some areas
- ◆ Needs improvement!
- ◆ Neutral at this point due to neutral type of experience with NASA HR. There is potential for improvement
- ◆ No suggestion at this time
- ◆ OK but have not helped me with my advancement. Would have been good to have had more interaction and guidance
- ◆ Personnel attempt to gather the information from other sources to address the question but do not necessarily understand the information that they are transmitting to individuals

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Miscellaneous (Cont'd)

- ◆ Some 'lower scores' are more reflective of over worked/in sufficiently staffed HR department than it is a reflection of HR personnel. one HR person might have lots and lots of people that he/she are responsible for and thus may not be as responsive as they want to be
- ◆ The HR staff tries hard
- ◆ The KSC newsletter is a great way of distributing information. Most of the articles are short, concise and to the point
- ◆ The people always seem overworked. They are able to give me the answers I need, but in a barely timely fashion. Sometimes I have to call back to repeat my request, but I've never had anyone completely drop the ball
- ◆ There has been serious uncertainty and confusion associated with the treatment of the personnel hired over the past several years that have been brought on as term personnel. Every time they are told something about what is being done with regard to their conversion, it changes before what they are told happens. This has become a very serious problem bordering on cruel treatment of the employees. It has caused a great deal of unnecessary anxiety. There is no credibility remaining
- ◆ There has only been one time I was unhappy. While adding my new wife to BCBS I was not informed of other benefits that might require changing. For example, the health savings account. I used up all of my account not realizing that at the time of my marriage I could have had additional funds put into the health savings account
- ◆ They are doing the best they can with so many complicated issues to be resolved especially on retirement

Customer Verbatims (Cont'd)

Please provide comments regarding your level of satisfaction with NASA Human Resources.

Miscellaneous (Cont'd)

- ◆ There is a significant variation in the quality of human resources support provided at different NASA locations. For instance, my experience with human resources at JSC has been almost universally positive. On the other hand, my experience with human resources at NASA HQ was almost universally negative. I think that overall, the quality of service and support provided derives from the culture in a given office. If the HR staff regards the programs as customers, the service and support is exceptional. At HQ, they do not regard the offices and programs as customers. Rather, they are frequently slow in completing personnel actions, lose paperwork, and are unsupportive. There are exceptions, and some excellent individuals, but overall it needs improvement
- ◆ They are too overworked to provide satisfactory services
- ◆ They do a good job under trying conditions but need to communicate status more regularly.
- ◆ They have nice people but they seem to have their hands tied
- ◆ When I started working for NASA, I was placed in the wrong retirement system causing me to miss out on making contributions to FERS since 'they' thought I was supposed to be in CRCS. When they discovered the mistake several years later, I had no choice or recourse but to accept the decision that I was supposed to be in FERS. HR should have gotten it correct in the first place. Then, even later I discovered that my social security account was not credited properly after their mistake was discovered. Finally they did write a letter to social security trying to correct the problem which I did appreciate
- ◆ Without the necessary manpower, the services provided now is in it's acceptable level. However, there is plenty of room for improvements
- ◆ Would like faster turnaround of job certifications

Customer Verbatims (Cont'd)

Please provide any additional comments.

NSSC Comments

- ◆ Absolutely need to keep these services local and personalized
- ◆ Hopefully we will not lose the great people we currently have working in Human Resources. They could not be replaced
- ◆ HR Services vary from Center to Center. In order for the NSSC to establish a standard and quality of service, they need to place the liaisons for each center ASAP. They can make the transition to the NSSC smooth
- ◆ I am concern that the NSSC will distance the NASA employees even further from the human resources. We are all nervously looking how this will eventually turn-out
- ◆ I am concerned, due to lack of knowledge, with how much of the current local support will be transferred to the NSSC. I like being able to sit down face-to-face with an HR specialist, particularly when dealing with sensitive issues
- ◆ I am looking forward to the NSSC and consolidation of transactional functions for the Agency. Hopefully, the staff whether NASA or contractor will receive the proper training and meetings will be encouraged to discuss lessons learned and areas of improvements on a regular basis. Centralizing the functions will bring a much needed consistency to information relayed and work performed. I hope that there will be a more human touch as far as being able to talk with a person when calling the NSSC instead of getting voice mail or automated communication
- ◆ I am worried that I won't get the same level of support from a remote location. I am worried that we will be like other Federal Agencies whose employees are always complaining about lack of clear service from remote support organizations

Customer Verbatims (Cont'd)

Please provide any additional comments.

NSSC Comments (Cont'd)

- ◆ I find it difficult to believe that relocating the NASA Human Resources personnel from the local workplace will improve the service and support. At least here, we have come to learn who will generally give good support and who to avoid; but when transitioned to a central location, we will get whomever answers the phone that day with no way to assess that person's capabilities
- ◆ I suspect that handling HR functions from long distance is going to create its own set of unique issues. In my view the most cogent of these issues will deal with effective communications. Fact-based functions like selection of health provider can probably be handled effectively with a very good web site. However, more personal issues like how to handle a recalcitrant employee are going to be difficult with long distance communications
- ◆ I wonder how services could possibly improve from a remote location. How will we be able to work with people (i.e., developing a PD) remotely?
- ◆ If HR services are middle of the road here at ARC with the exception of the individual in question 7 above, I only see service moving to dissatisfaction rapidly
- ◆ I'm concerned that individual HR offices at the Centers will continue to do NSSC work if NSSC personnel do not provide the type of support Center employees are used to
- ◆ I'm satisfied with the way it is and very leery of making all personnel support be remote and impersonal
- ◆ NASA should keep the Human Resources Personnel Department All Civil Service!
- ◆ NSSC, you can't do any worse than what is going on now

Customer Verbatims (Cont'd)

Please provide any additional comments.

NSSC Comments (Cont'd)

- ◆ One on one communication with the organizations is a key in making this customer service organization successful. I hope that the NSSC does not reduce or eliminate the personal, face to face communications with our HR representatives.
- ◆ There seems to be systemic incompetence at NASA HR. I hope that NSSC can improve customer service.
- ◆ You have quite a challenge

Customer Focus

- ◆ Could work on being more courteous and non-condescending
- ◆ Employee is not always foremost in their concern
- ◆ Friendliness by the HR staff when working with NASA personnel would be the biggest improvement
- ◆ Get rid of all of them and start over with a completely new group of people. I'd rather have an inexperienced bunch who cared than what we have now
- ◆ My biggest complaint with HR is that they won't go the extra mile and use the name people go by on their awards or publications. Whatever the legal name is in the computer is what gets printed out and there is no changing it
- ◆ NASA Human Resources has an excellent cadre of personnel; however, need some additional focus on customer service/personal contact. This would make them superb
- ◆ Need a more customer oriented HR instead of a project oriented organization

Customer Verbatims (Cont'd)

Please provide any additional comments.

Customer Focus (Cont'd)

- ◆ The system is backwards. The services personnel are to support the engineers doing the work. Most times, the attitude from resource personnel is that you do what they say when they say it. And if you bring them an issue, they are disgruntled that you are 'making work from them'. They also are often not correct on policy, etc.
- ◆ When you call they make you feel that they don't have time for you and how dare you question them on anything

Quality of Staff

- ◆ Don't get me wrong, I believe that this can be resolved quickly and effectively. NASA has and will continue to rightsize to prepare for the future. I believe that some blame is due to the learning curve. Many people have moved up to the plate to cover and handle new responsibilities and thereby affecting the level of satisfaction
- ◆ Have some experts, that help you get thru the retirement maze
- ◆ High level of discomfort/dissatisfaction when employee eligible for retirement is assigned to youngest and least experienced HR employee
- ◆ HR assistance is inconsistent from one representative to the next. More training should be available to the HR folks so that when a question is asked or help is requested, one should be able to expect consistency of answer from one rep to the next
- ◆ I am concerned about the loss of the experienced staff due to retirements. This will not help the large numbers of employees planning to retire in the near future

Customer Verbatims (Cont'd)

Please provide any additional comments.

Quality of Staff (Cont'd)

- ◆ I rarely use Human Resources. In the past, (years ago), I was not satisfied with the level of knowledge of some HR personnel. It seemed I knew more about the subject matter than they did. Since then, I have rarely used HR, except as a last resort. I try to do everything on-line
- ◆ like I said above, there are a couple of folks you have in HR that are worth their weight in gold, and a few others that need some training or something. But those 2-3 great folks are always backed up because word gets out they are the ones to go to
- ◆ Need more competent human resources employees
- ◆ Since 'Human Resources personnel' refers to a large group of people, it is difficult to rate them on the whole. Some in the group possess all of the many positive qualities you reference while others are far lower by comparison. Sometimes just finding the proper person is difficult. It is often the person to whom you need to speak that is required to attend the most meetings. I have been called back not just hours later but sometimes days later as a result. Yet if the problem is pertinent to some more conscientious personnel with whom I have dealt in the past, I am always confident of not only proper treatment but also of prompt and effective performances by them
- ◆ The Agency needs to recognize the value of excellent quality human resources services to accomplishing its mission such that adequate resources in terms of people and systems are allocated to the function, and an emphasis is placed on hiring professional human resources employees. All of our jobs are made more or less difficult by the quality of our human resources support

Customer Verbatims (Cont'd)

Please provide any additional comments.

Responsiveness

- ◆ Accuracy and responsiveness are critical in HR. Wrong answers can impact a persons life decision; slow responses could impact a persons ability to apply for a position or take advantage of an opportunity (buyout, health benefits open season, etc.)
- ◆ I always get very courteous treatment from OHR but their response time is not very good. I realize that they are extremely over worked and understaffed but something must be done to change this situation
- ◆ I am still waiting for an action to be corrected by Human Resources. I would like to feel that I can talk to them in confidence about my requests and needs of their services
- ◆ I pursued a personnel action per NPG guidelines, as everyone told me was my right. However, the knowledge of the NPG was shaky and execution was unacceptable slow, even after deciding what action to take (it took 2 months to decide what action to take, and another 6 to complete that action, only after repeated prompting from the affected employee)
- ◆ Interesting timing for this survey..... I sent a question to HR by e-mail a week and a half ago. Not only have I not received an answer yet, but the receipt of my question hasn't even been acknowledged
- ◆ My question to you is why does it take years to get promotions thru the system?? have friends at other centers that the process happens in weeks not years! I don't think you can fix the system with a survey
- ◆ See number 7 above. Fire them all and start over with some people who are competent, knowledgeable, available, and believe and act as though their purpose (job) is to serve their employees. Responsively responding to our requests with accurate information, and taking action within our working careers would be a nice start. I have never seen a group as bad in all respects as this crew!

Customer Verbatims (Cont'd)

Please provide any additional comments.

Responsiveness (Cont'd)

- ◆ The only other comment that I have is the importance of good customer service. Being friendly, responsive, honest, and timely is very important to our customers. Having realistic goals is also very important and if you are not able to meet the deadline providing an update and requesting an extension is viewed very positively. Our customers are very understanding as long as they are given advance notice if something is not going to be met
- ◆ Too slow; too reactionary (not proactive); ready to delay at a moment's notice!
- ◆ Years ago I tried to get information about part work for my wife who is also civil servant. Got bounced around to one person to another. None knew anything. Called person in HR that had the information, but got kick back to original contact

Positive Comments

- ◆ Always helpful and very knowledgeable
- ◆ Easy to work with, and always available during normal daily work hours
- ◆ For benefits and training and pay issues, they do fine. However, see # 7 above
- ◆ Great job
- ◆ Haven't had much contact with HR other than NEO. Very knowledgeable and easy to deal with
- ◆ Highly recommended
- ◆ HR does provide very good training support when we request it. When we get their attention (too much work, too few HR people?) they do a good job

Customer Verbatims (Cont'd)

Please provide any additional comments.

Positive Comments (Cont'd)

- ◆ I am satisfied with my association with HR
- ◆ I have always had wonderful service from XX on HR benefits!
- ◆ I have seen improvements in the Human Resources staff services during the past few years
- ◆ I have used the H.R. folks at both JSC and ARC in the past year, and both have been very helpful and saved me time
- ◆ I love the 'Notes & Happenings' newsletter
- ◆ I use employee express whenever I can. Employee express is great and way better than trying to make changes through HR
- ◆ I will take the opportunity to recommend my HR representative for an award if presented
- ◆ JSC human resources is exceptional. Occasionally the benefits POCs seem to be overwhelmed and have a fairly slow response time
- ◆ My recent permanent change of duty station from NASA Glenn to NASA JSC was handled marvelously by the NASA JSC Human Resources office. They were helpful, courteous, and timely in everything. It made the transition very enjoyable
- ◆ On the rare occasion that I have needed help beyond the automated web systems (which I really like), I have never had a problem meeting with someone who was knowledgeable enough to walk me right through any issue I was having

Customer Verbatims (Cont'd)

Please provide any additional comments.

Positive Comments (Cont'd)

- ◆ Overall HR does a great job
- ◆ The HR newsletter is *really* great and *extremely* useful. It is really the only place where I hear about HR items. I hope this continues with the NSSC
- ◆ The newsletters are very helpful in keeping me up to date with the latest information. The online tools are also very helpful
- ◆ They seem to care and give 100%
- ◆ When they come over for meetings with the division chief they always let us know they are here for us

Survey Comments

- ◆ Could not see all of question 3, had to scroll back and forth
- ◆ I am happy to see this survey and hopefully this will correct some of the dissatisfactions that I have experienced and I know others have too
- ◆ I don't believe this survey will accomplish anything they have cart blanche to do whatever they want
- ◆ I hope my foregoing concerns will not be filtered
- ◆ Is this survey really going to fix anything?
- ◆ Not sure why I am being surveyed - since I am already in the HR community. Perhaps contacting my customers would be more appropriate

Customer Verbatims (Cont'd)

Please provide any additional comments.

Survey Comments (Cont'd)

- ◆ Stop wasting time with USELESS surveys
- ◆ Thank you for this privilege
- ◆ This survey asks NOTHING about one of the most important HR Services, administering NASA STARS/USAJOBS. HR personnel at KSC that administrate these systems are doing a very poor job, attitude: Your stuck with it, use it. These systems are not user friendly and I feel like I'm rolling the dice every time I apply for a job, trying to figure out what words will appeal to the Resumix skills algorithm

Miscellaneous

- ◆ Administrative professionals, including HR, should be very much aware of the impact they have on people's lives and livelihoods. When mistakes are made, and they will happen, the affected employee(s) should not be the only person(s) feeling the burden of correction. Administrative professionals should share in this burden, whether by good management (i.e., negative performance appraisals, lack of eligibility for awards, etc.) or other means commensurate with the impact of the mistake
- ◆ Adverse service or performance is either due to a lack of training or motivation. Both are correctable is Senior Management is motivated to provide the utmost professional service
- ◆ Currently One NASA seems to only apply to one shift, 1st shift. If you don't think so just look at the KSC daily bulletin or the recent re-badging effort for One NASA. Appointments were restricted to 0800 to 1500, core hours for 1st shift. 2nd and third shifts were forgotten. So we must be in some other NASA. Granted we make up only 30 of 1800 civil servants at KSC. Easy to forget and of seemingly little importance
- ◆ Educate all support personnel with rules regarding OPF access by management

Customer Verbatims (Cont'd)

Please provide any additional comments.

Miscellaneous (Cont'd)

- ◆ Employees feel that the human resources office is here to serve management and not to be of help to the employees
- ◆ Goddard Personnel Policies based on fairness to employees are not worth the paper they are written on. Here at Wallops, it is often preferential treatment that really matters
- ◆ Hopefully I won't ever need them for personnel problems throughout my career
- ◆ HR does not work for individuals—it manipulates individuals to support management goals. There is no trust or confidence that can be established with HR. Confiding wishes or goals or constraints becomes manipulation leverage
- ◆ HR personnel do not appear to have any real accountability to how they deal with all Center personnel so as long as they please the manager they are doing a good job
- ◆ HR should be willing to challenge OPM on changes that are not applied consistently to all federal employees
- ◆ HR should help individuals in need and not always side with management, or they should be very clear about who's 'side' they are one with employees
- ◆ HR should update their web information and explain to employees how things work in one place - rather than rely on phone calls and emails as the primary method of delivering information
- ◆ Human Resources should not dictate policy they should only implement policies, rules, and regulations that comes from OPM. They should also totally understand be able to explain these policies, rules, and regulations without putting their personal twist on them

Customer Verbatims (Cont'd)

Please provide any additional comments.

Miscellaneous (Cont'd)

- ◆ I am a new NASA employee (just over one year). I have had training in only the areas that need a block checked—that is to say, in things like security, EO, FAIR act - as opposed to other more significant areas. I also personally feel that there is no general or strategic plan, but many individual plans which do not get integrated for the good of NASA
- ◆ I am approaching retirement and will soon need plenty of assistance from HR
- ◆ I am not actually disgruntled about anything, but generally don't see the benefit of interaction with the common worker in the day-to-day activities of NASA from a human resources department. Everything is funneled through Administrative Officers and you never see or talk to anyone from HR about anything unless they're sitting in for a reorganizational meeting
- ◆ I believe HR is not totally connected with the people they support. A continuous involvement of HR employees in the organizations' daily issues, concerns, problem resolution, etc. is needed
- ◆ I don't deal with human resources much. The few times that I have, my transcripts for school were lost and my gs-level was wrong when I hired in. (Payment for my training class was almost late too because they were trying to pay the wrong university—but I'm not sure if that is a HR concern or another department)
- ◆ I don't have much interaction with HR
- ◆ I don't interface much with the Human Resources office at my center, other than the 'administration' folks within my own directorate
- ◆ I don't know what I may be missing

Customer Verbatims (Cont'd)

Please provide any additional comments.

Miscellaneous (Cont'd)

- ◆ I have not had any needs to contact Human Resources in recent years. However, with retirement approaching I will be meeting with them for training and information
- ◆ I recommended that this service be outsourced w/professionals in the field
- ◆ I think that with honesty and direction they could be a great asset to Stennis & the Agency
- ◆ I think we need to be better informed as to who handles what; and who are the back-ups
- ◆ I work in Logistics and I attend as many 'HR' related business courses and other HR related classes as scheduled. I do this, since I 'owe' it to my subordinates. I must ensure I know the info, in order to be a better manager for them. In this regard I work for them, not the other way around
- ◆ I work off site from the Arsenal, and any health fairs or scheduled activity are hard and inconvenient for me to attend. It would benefit all the employees at the off site location to have some of these type of events at our location
- ◆ In general they do not LEAD effectively. They do not control the activities they should be directing and in many cases they do not even know what is going on. Employees are left in the dark to fend for themselves. It is difficult even to get a return phone call. Most of the time you must physically go to their office just to speak to someone and then they cannot help you. This is very frustrating
- ◆ In my opinion, referring to employees as 'Human Capital' is dehumanizing and appears uncaring
- ◆ It would be helpful to provide training for new managers on how the system works and proper processes for addressing problems

Customer Verbatims (Cont'd)

Please provide any additional comments.

Miscellaneous (Cont'd)

- ◆ Locally staffed 'satellite' offices should have the most widely knowledgeable individuals in order to meet the range of queries they will encounter. Those individuals should also be empowered to make the changes they see necessary, i.e. meet the customers' needs
- ◆ might put an overview/path for employees of how things beyond their control work. for example OPM/govt. level rules, regulations, restrictions, etc. for promotions, pay etc. so employees can plan and know how to navigate thru the 'HR world'
- ◆ most of the services provided by HR personnel are now being performed online at employeeexpress.com by the employees themselves
- ◆ Need a consistent, Center-wide approach to recognition & awards. The current performance evaluation system is neither perceived to be equitable nor is it in reality. Pass/fail systems are more accurate and waste far less time
- ◆ Need more communication with supervisors on training needs, discipline development and employee development. Supervisors need to have access to employee IDPs
- ◆ Office of Diversity and Equal Opportunity would like to see more integration of diversity and EO principles into HR services and products and more collaboration with us to make this happen. Too often diversity and EO are an afterthought, and viewed perhaps as a 'pain in the neck' instead of real value-added to the NASA mission
- ◆ PCS activities with Cendant should be more carefully monitored by NASA
- ◆ Perhaps a checklist of 'things to consider' should be developed for each life changing circumstance that affect insurance, health benefits, etc. should be developed

Customer Verbatims (Cont'd)

Please provide any additional comments.

Miscellaneous (Cont'd)

- ◆ Personnel dept./staff could be a part of a team for an individual employee career development planning/enhancement. Personnel staff can make suggestion to an employee prior to performance evaluation time on how to progress in their careers. This would be in addition to a Supervisor's input or together with that of the Supervisor
- ◆ Please work to implement improvements immediately as HR is a critical function
- ◆ Position descriptions and criteria for non-competitive promotions (ie. 13/14) should be made available to employees.
- ◆ Quality Human Resource processes, services and products are critical to successful NASA mission execution. Also it's a support process, it's not the mission. The individuals within Human Resources are capable, adaptable and conscientious Human Resources needs a plan to incrementally, over time achieve high quality service. The present people have the ability to achieve these levels. What's required is direction and support widely enough deployed to lead towards these higher levels. This is important, it is worth starting well and working years to achieve.
- ◆ Reorganize web site and give it a NASA look-and-feel.
- ◆ Strive for team effort with DOI personnel. DOI seems to have their own way of doing things that seems conflicting at times
- ◆ Strongly consider alternative means of communication besides making everybody come waste 1/2 day or more in 'training' sessions that are not applicable to the real situations, procedures and constraints faced by those being trained. After many years of this, my conclusion is that OHR's main purpose is to generate more FTEs in OHR. They provide little service to me

Customer Verbatims (Cont'd)

Please provide any additional comments.

Miscellaneous (Cont'd)

- ◆ Some policies either seem silly or aren't being followed appropriately. For example, when I requested a new EECS pin just before the hurricane evacuation, I was told that I had to pick it up in person and that it couldn't be emailed or given by phone for security reasons. When I finally went to pick it up after the hurricane, it was in a folder with my name, sitting in a box labeled 'Employee Pickup' on the counter. No one verified that I was taking the right folder or that I was the right person which doesn't seem any more secure than email. Another example, and I'm not sure if this applies to HR or general agency administration, but during the hurricane I called into the JSC check-in number as requested to inform the agency of my status. Then I returned to find out that my supervisor wasn't able to get any of that information and had to account for me on her own, but couldn't reach me since cell phones weren't working. If employees are calling in to check-in, that information should be made available to managers who need it
- ◆ Suggest automating forms as much as possible, suggest retrieving and populating standardized data in these forms as much as possible. Also need clear guidelines on what it takes to get promotions at GS13-15 level. As is currently, it is not clear
- ◆ The answer to 'who's my HR contact' seems to be a moving target.
- ◆ the HR office has the stigma of being one sided: the side of management. I'd like to see them develop a better rapport with employees; they are not trusted
- ◆ The Human Resource Dept needs a total revamping—over the years there has been too many vacancies and not enough qualified personnel to carry out important Human Resource issues
- ◆ The new buzzword 'Human Capital' is offensive. I am not a piece of capital equipment to be amortized and replaced when worn out

Customer Verbatims (Cont'd)

Miscellaneous (Cont'd)

Please provide any additional comments.

- ◆ The routine stuff seems to be handled well. The less routine seems to present problems to HR - they get through it, but it takes a lot of time
- ◆ The technology our human resources office uses changes too frequently and only adds to more confusion when employees need something. This only adds to the frustration of not being able to talk to someone on the phone, since employees often need help using HR related tools and software. The NASA STARS system is a good example of this. While using NASA STARS recently, it became clear to me that only a few people really know how NASA STARS works - and most of those people are not at JSC. This fact was proven when I was routed to a person on the east coast to get help with a question after talking to numerous JSC human resources personnel. We need to fix this by either having people on site that understand how to use this software, or use software that we understand
- ◆ These comments relate both to LaRC and to JSC
- ◆ Web pages are nice but they do not replace people
- ◆ When hired last year, I requested to start after the first of the year. H. R. said start in September or the job would not be offered. So I lost money and time to support that effort. When promised a promotion in writing within one year, no promotion as of this date and the promotion is not retroactive from the one year hire date. I am still losing money and am suppose to be happy at work
- ◆ With things online the way they are the best way to be helpful for me is to have a website the is organized, presents all the information I need, calculators and calendars that are helpful, and tools to easily compare different options I have
- ◆ Would like to see dental care benefit option

Baseline Human Resources Customer Satisfaction Survey

Customer Survey Questions 1 – 3

1. **Are you in the Office of Human Capital or Center Human Resources?**
 - If yes, questions 3b, 3d, 3e, 3f, 3h, 3i, 3j
 - If no, question 2
2. **Are you government grade level GS-13 or above?**
 - If yes, questions 3c, 3d, 3e, 3f, 3g, 3h, 3k, 3l
 - If no, questions 3a, 3c, 3e, 3f, 3g, 3k
3. **Please evaluate each of the following services in terms of frequency of use, importance to you as a customer, and current performance.**

For the frequency of use rating:

5 = Use weekly, 4 = Use each month, 3 = Use occasionally, 2 = Rarely use, 1 = Never use

For the importance rating:

5 = Very important, 4 = Somewhat important, 3 = Neutral, 2 = Not very important, 1 = Unimportant

For the performance rating of services:

5 = Very satisfied, 4 = Satisfied, 3 = Neutral, 2 = Dissatisfied, 1 = Very dissatisfied

NASA Human Resources Services	Use	Importance	Performance
3a. Drug Testing Administration (e.g., administrative support for Agency drug testing)			
3b. Special HR Studies (e.g., development, deployment, and results analysis and maintenance of Agency-wide HR customer surveys)			
3c. Organization of Health Fairs (e.g., scheduling, health fair location planning, coordination with health care providers)			
3d. SES Case Documentation (e.g., Presidential Rank Award nomination and appointment documentation preparation)			

Customer Survey Question 1 (Cont'd)

NASA Human Resources Services	Use	Importance	Performance
3e. Development of Informational Materials (e.g., informational materials related to benefits, pay, leave, awards and recognition and training)			
3f. Preparation and Distribution of Employee Notices (e.g., notices relating to Federal law, regulator provisions, employee rights and benefits)			
3g. Registration/Reimbursement for Off-site Training Activities (e.g., training logistics)			
3h. Award Processing (e.g., data entry, awards processing, medal and plaque preparation and records management of award information)			
3i. HR Advisory Services (e.g., policy interpretation or assistance from an HR specialist)			
3j. Support to Surveys (e.g., development, deployment, and results analysis and maintenance of Center HR customer support surveys)			
3k. Permanent Change of Station/Relocation Assistance (e.g. counseling and services for PCS and TDY relocations for both new hires and selectees for new positions)			
3l. Financial Disclosure Administration (e.g., employee notification, delivery of forms, and disclosure processing)			

Customer Survey Question 4

Please rate your level of agreement with the following statements:

5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree

Please rate NASA Human Resources services for each statement	Rating
4a. The NASA Human Resources service offerings meet the requirements of my position	
4b. I know who to call or where to go for my Human Resources-related questions or issues	
4c. NASA Human Resources personnel are easy to contact	
4d. NASA Human Resources personnel openly communicate decisions or changes that affect me	
4e. NASA Human Resources personnel deliver error-free service	
4f. NASA Human Resources personnel deliver the service I request at the time I need the service	
4g. NASA Human Resources personnel follow through on the commitments they make	
4h. When I have a problem, NASA Human Resources personnel show sincere interest in solving it	
4i. NASA Human Resources personnel are always willing to help me	
4j. NASA Human Resources personnel provide prompt service to me	
4k. NASA Human Resources personnel tell me exactly when services will be performed	
4l. NASA Human Resources personnel are consistently courteous	
4m. I feel confident with NASA Human Resources personnel's ability to support my position	
4n. NASA Human Resources personnel have the knowledge needed to deliver services	
4o. NASA Human Resources personnel have efficient processes to deliver services	
4p. NASA Human Resources personnel understand my specific needs	
4q. NASA Human Resources personnel provide personalized attention	
4r. NASA Human Resources personnel are available during the hours I need assistance	

Customer Survey Question 5

Please rank your three most important priorities for NASA Human Resources personnel.
1 = Most important, 2 = Second most important, 3 = Third most important (please select only 3)

Please rank NASA Human Resources personnel's three most important objectives	Rating
5a. Communicate information about services and methods of contact	
5b. Perform services accurately	
5c. Meet my timeframe for the services requested	
5d. Respond within the promised timeframe for the services requested	
5e. Convey trust and confidence in services delivered	
5f. Provide excellent customer service (courtesy, concern, care)	

Customer Survey Questions 6 – 9

Please rate your level of agreement with the following statement:

5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree

Please rate your level of agreement with the following statement:	Rating
6. Overall, I am satisfied with NASA's Human Resources services	

7. Tell us how NASA Human Resources personnel can improve their services and support.

8. Please provide comments in regards to your level of satisfaction with NASA Human Resources services.

9. Please provide any additional comments.

Customer Survey Questions 8 – 11

8. Please indicate the Center with which you are currently associated:

- ARC
- DFRC
- GRC
- GSFC
- HQ
- JSC
- KSC
- LaRC
- MSFC
- SSC
- Other (please specify in next blank)

9. Please indicate the Mission Directorate or Mission Support area in which you work:

- Exploration
- Science
- Space Operations
- Aeronautics
- Finance
- Procurement
- Human Resources
- Information Technology
- Other (please specify in next blank)

10. Please indicate your current government grade level:

- SES
- GS-14 or GS-15
- GS-10 through GS-13
- GS-5 through GS-9
- Other (please specify in next blank)

11. Please indicate the number of years you have worked for NASA:

- Less than 1 year
- 1 to 4 years
- 5 to 14 years
- 15 to 24 years
- 25 years or more